

ORANGE COUNTY
PROBATION DEPARTMENT



BUSINESS PLAN 2002

STEPHANIE LEWIS
CHIEF PROBATION OFFICER

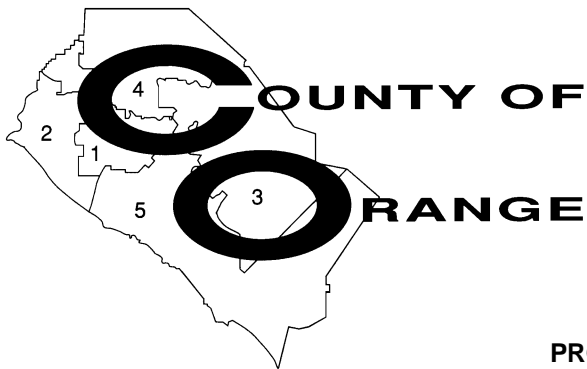
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MISSION STATEMENT

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

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PROBATION DEPARTMENT

February 2002

To our readers:

As the Orange County Probation Department looks forward to the challenges and opportunities of 2002, we pause to reflect on the unexpected and turbulent events of the past year. As 2001 came to a close, the lasting effects of the September 11 acts of terrorism remained unknown. The Probation Department, as part of the County's continuum of criminal justice services, recognized the importance of focusing on our agency's core values and reaffirmed our commitment to increasing public safety for the residents of Orange County.

The Probation Department accomplishes its mission through the highly dedicated staff and volunteers who investigate crimes for the courts, supervise offenders on probation, assist victims of crime, and provide a safe treatment environment for juveniles detained in county correctional institutions. Though not as recognizable to the community as law enforcement officers, these men and women make Orange County a safer place to live.

I would like to highlight a few of our many accomplishments during 2001. In collaboration with the Sheriff's Department, the Probation Department was the only department in the state to co-locate a juvenile hall within a jail, adding 64 much-needed secure beds. The positive resolution of nine significant workplace issues brought to the department's Labor Management Committee (LMC) demonstrated the benefit of strengthening the ties between labor and management. Through the \$10 million provided by the Crime Prevention Act, 11 juvenile justice projects were implemented ranging from crime prevention to custody aftercare. The Intranet portal **PROB-NET** is now fully operational and the launch point for all probation applications.

Maintaining a highly trained workforce will be one of the challenges facing the department in 2002. Proposition 36 requirements for nonviolent drug offenders have the potential for adding 4,500 additional cases for probation supervision, creating the need for additional staff. Also, the department faces the estimated loss of between 40 to 60 experienced and knowledgeable staff after safety retirement is implemented at the end of June 2002. However, contingency planning is underway to deal with recruiting, hiring, training and promoting qualified staff. Another challenge will be to take advantage of the advances in technology and the resulting opportunities to increase communication within the department and among our many collaborative partners during the coming year.

The 2002 Business Plan provides an overview of our department and the services we provide to Orange County. I encourage you to read the plan and visit our website for more information at www.oc.ca.gov/probation

Sincerely,

Stephanie Lewis
Chief Probation Officer

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I. EXECUTIVE SUMMARY

MISSION

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Established in 1909, the Orange County Probation Department is a criminal justice agency that provides community protection to the 2.9 million residents of Orange County. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. *Probation* means the conditional release of an offender under specific terms mandated by the court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department.

OPERATIONAL PLAN FOR EACH GOAL

The Probation Department has a \$113.6 million budget and a highly trained staff of 1,523 regular employees, 133 extra-help employees, and 480 volunteers to support its mission. The following three strategic goals have been established to accomplish the mission:

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The clients for this goal are the judges and commissioners of the Orange County juvenile and criminal courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions.

The main challenges relate to the workload impact Proposition 36 (Substance Abuse and Crime Prevention Act of 2000) cases may have on Adult Investigation, the coordination needed with the Social Services Agency (SSA) on 241.1 WIC reports which require Probation and SSA to collectively investigate and make recommendations to the court on the appropriateness of dependency vs. delinquency proceedings, and legislative changes concerning foster care cases that may increase the workload for Juvenile Investigation.

The department has committed 203 positions and \$12.4 million gross total to accomplishing this goal. Strategies include continuing to provide timely investigation of criminal/delinquency cases, completing required reports to the courts within filing requirements, working with SSA to increase timeliness and availability of information for 241.1 WIC reports, and continuing to expand the use of Voice Dictation technology to reduce dependency on clerical personnel to prepare court reports.

The outcome measure will be the percent of court investigations submitted within filing requirements.

GOAL #2

*Provide protection to the community by managing
Orange County's adult and juvenile probation population.*

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. The clients are the adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The clients in the community include special populations, such as juveniles placed in foster care or at the Youth and Family Resource Centers and adults who are mentally ill, sex offenders, gang members, domestic violence batterers, and Proposition 36 cases. The Probation Department seeks to balance strict enforcement of the court's conditions of probation for these clients while assisting them to live crime-free in the community through a variety of resocialization services. These resocialization services for juveniles begin with a thorough assessment of the risk factors and strengths present in the minor's family and community environment. When the risk factors are great enough to require supportive services, up to removal from the home because continued residence in the home would be contrary to the minor's welfare, such services are provided under the general direction of the Juvenile Court. The clients in custody are juveniles whom the police or courts deem to be a danger to the community. The Probation Department operates six correctional facilities that serve the dual function of preparing incarcerated minors for their successful and productive return to the community through programs that address resocialization while, at the same time, protecting the community by providing highly structured, supervised residential settings.

Challenges for field operations (responsible for supervising adult and juvenile probationers in the community) include the funding and workload impact of Proposition 36 cases, the increased duties and responsibilities required by AB 575 for foster children, and the impact reduced state revenue streams may have on non-mandated functions. Challenges for institutional services (responsible for incarcerated minors) include institutional bed demand, the aging infrastructures of existing correctional institutions, and the unique problems presented by minors in custody who are seriously emotionally disturbed.

The department has committed 1,054 positions and \$79.6 million gross total to accomplishing this goal (336 positions and \$35.6 million gross total for field operations, and 718 positions and \$44 million gross total for institutional services). Strategies for field operations include pursuing long-term/permanent revenue opportunities, enhancing existing collaboratives and developing new partnerships, expanding the continuum of balanced approach services, pursuing alternatives to state and local incarceration of adult offenders, increasing the expertise and effectiveness of the Special Operations and Supervision Division, and expanding technology to enhance the effectiveness of supervision and resocialization operations. Strategies for institutional services include pursuing options/funding to incrementally increase the number of institutional beds, continuing the institutional population management project, expanding resocialization programs in the institutions, developing Phase II of the automated Institutions Management System, and pursuing the development of a regional institution for severely emotionally disturbed minors.

Four outcome measures have been established: (1) percent of probationers who do not commit a violent felony or law violation while on probation, (2) percent of probationers who do not commit a new violent crime while on probation, (3) percent of probationers employed or in school, and (4) percent of offenders' improvement in interpersonal functioning and life-skills abilities after one year on probation.

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GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

Any resident of Orange County may potentially become a victim of crime. The Probation Department's role in services to victims begins when the offenders are being processed by the juvenile and criminal courts. Victims want to have a voice in the criminal justice process and need information to help them understand the system. In addition, they may need support services, restitution, and referrals to resources.

Challenges include meeting the increased volume of service needs with the implementation of formal victim services and addressing the specialized needs of victims of serious, violent crimes (e.g., domestic violence and sex offenses).

The goal of assisting victims encompasses resources and staff from all three of the department's key service areas. A Victim Services Coordinator and two part-time staff provide direct services and coordinate the broad array of additional services supplied by staff throughout the department. Strategies include expanding the department's outreach and service delivery to victims, increasing support services to victims, and surveying crime victims regarding their satisfaction with probation services.

The two outcome measures are: (1) percentage of court-ordered restitution paid by probationers to crime victims, and (2) victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

II. MISSION AND GOALS

MISSION

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Established in 1909, the Orange County Probation Department is a criminal justice agency that provides community protection to the 2.9 million residents of Orange County. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. *Probation* means the conditional release of an offender under specific terms mandated by the court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department.

When juvenile or adult defendants are charged with law violations, the Probation Department conducts criminal investigations and provides information for the juvenile and criminal courts. On select criminal cases, the courts receive extensive investigations that include detailed information regarding the circumstances of the offenses, background of the defendants, statements from involved parties, analysis of all factors in the cases, and recommendations to aid the courts in making sentencing decisions. Deputy Probation Officers produce hundreds of reports per month in support of the juvenile and criminal courts in the County. While being processed by the courts, defendants may be released or they may be detained in custody. Detention for juveniles is provided by the Probation Department at either the Juvenile Hall or the Juvenile Hall Annex.

The Probation Department enforces court orders specific to each offender. If the court orders juvenile offenders to serve a commitment in a local institution, that custody time is served in one of six correctional institutions operated by the Probation Department: Juvenile Hall, Juvenile Hall Annex, Lacy Juvenile Annex, Youth Guidance Center, Joplin Youth Center, and Los Pinos Conservation Camp. These institutions collectively house about 850 youths daily. In addition to providing a safe environment, they offer a variety of treatment services in collaboration with other agencies. As alternatives to incarceration, the department also oversees the Juvenile Court Work Program (a program for teenage offenders who work off their debt to society), the Accountability Commitment Program (two day-school programs that serve as alternatives to incarceration), and the Independent Living Program (a co-ed day-reporting vocational training program).

If the juvenile or adult offenders are placed on formal or informal probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate resocialization and ensure compliance with court orders and conditions of probation. Resocialization services may include assistance with employment, referrals for drug treatment, or very comprehensive programs like those provided to high-risk juveniles at the Youth and Family Resource Centers (YFRCs). Compliance activities include enforcement of court orders for the collection of restitution or the prohibition of gang association, weapons possession, etc. To increase the level of service, some supervision units focus on specific populations of offenders, such as gang members, high-risk repeat offenders, sex offenders, mentally ill offenders, and domestic violence batterers. The department's 376 Deputy Probation Officers supervise approximately 13,500 adults and 7,500 juvenile offenders at any given time.

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Victims of crime are a very important part of the department's mission. The Probation Department collects approximately \$4 million annually in restitution payments from probationers to aid victims. Every effort is made to obtain victim statements about crimes committed against them and include their remarks in probation reports to the court for the court's consideration. In the past few years, there has been an increased effort to do even more for victims and their families, both by providing support to them and by preventing further crimes against them. A new position, Victim Services Coordinator, and a new committee, Victim Services Strategic Planning Group, have been created to assist victims and develop more victim services.

Probation employees are the key to carrying out the mission of the agency. Department managers are committed to the principles of Enlightened Leadership and embrace the Management Performance Plan (MPP) and Performance Incentive Program (PIP) for employees. Ongoing training is provided to new employees and newly promoted managers and supervisors, and the Probation Department participates in CEO-sponsored PIP Townhall meetings and briefings by hosting these monthly events and encouraging employee participation.

In October 2000, the Probation Department conducted a 33-question employee survey of its 1,500-member work force. Of the approximately 50% who responded, 83% believe the department's mission and goals have been clearly communicated to them and are proud to work for the department. The department plans to conduct employee surveys every two years, with the next one scheduled for mid-2002. Conducting the surveys biennially will enable the department to more fully respond to any significant needs identified by employees and to implement appropriate strategies to address these needs. Every survey will have a core set of items that will be constant and will assess major areas of general employee satisfaction over time. In addition, each survey will also include a specialized group of items targeting a particular area or issue of interest to the department at the time of the survey.

Working with the County Executive Office, the Probation Department follows the administrative and fiscal policies established by the Orange County Board of Supervisors. The Board of Supervisors establishes the department's annual budget, thereby setting boundaries and directing how Probation spends its funds to accomplish its mission and goals. In addition, the Board approves the major contracts that the Probation Department makes with outside firms for a wide variety of acquisitions, ranging from services to real property, to support its mission. The Board of Supervisors and Superior Court in Orange County share responsibility for appointing the Chief Probation Officer.

GOALS

Three strategic goals support the Probation Department's mission.

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents for the juvenile and criminal courts that aid judges in reaching appropriate court dispositions. Deputy Probation Officers assigned to investigation functions conduct approximately 450 investigations per month for the adult and juvenile courts. Field and institutional Deputy Probation Officers prepare an average of 250 progress reports per month to update the courts on the status of probationers being supervised. Also, Deputy Probation Officers called Resident Probation Officers and support staff are stationed at all County courts to provide timely on-site assistance during

the court process. Probation also assists in reducing the number of cases referred to the court by screening appropriate cases for diversion services, thereby allowing the court to focus on the most serious cases.

Orange County's criminal courts have been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized courts, which consist of seven separate adult drug courts, a juvenile drug court, a juvenile truancy court, and two special courts for domestic violence cases.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. Offenders residing in the community are supervised by Deputy Probation Officers assigned to one of the divisions in Field Services or the Special Operations and Supervision Division within Special Services. Offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal is the same – community protection.

FIELD OPERATIONS

The Orange County Probation Department seeks to balance strict enforcement of the court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens. At times, a Deputy Probation Officer will arrest an offender for a probation violation. At other times, an officer will work with the offender to overcome drug addiction, secure a job, or advance his/her education.

Probationers are assessed by Deputy Probation Officers when they are first placed on probation and at six-month intervals while on probation. The assessment tools used by the officers were developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections Risk/Needs Model. The results of each assessment assist Deputy Probation Officers in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). Resocialization services for juveniles begin with a thorough assessment of the risk factors and strengths present in the minor's family and community environment. When the risk factors are great enough to require supportive services, up to removal from the home because continued residence in the home would be contrary to the minor's welfare, such services are provided under the general direction of the Juvenile Court.

Probation supervision/surveillance actions include monitoring an offender's compliance with court orders, notifying the court of probation violations, and making recommendations to the courts in those cases. The department also works with other criminal justice agencies in the County to advance community safety. For example, in the late 1980s, the Probation Department established Gang Violence Suppression Units in concert with local police agencies. Later, the department joined in TARGET (Tri-Agency Resource Gang Enforcement Teams) with the District Attorney and police to identify and arrest gang ringleaders and the most serious criminals in participating communities. These specialty units are part of the department's Special Operations and Supervision Division.

The Probation Department is involved in a variety of activities with numerous partners to assist with the resocialization of offenders based on their assessed needs. Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time. Probation resocialization/intervention activities include helping offenders develop skills, knowledge, and attitudes that will assist them in living crime-free and productive lives. Based on the results of each assessment, the officers work with the offenders to develop individualized case plans. In some instances, the offenders are referred to department-approved community resources. In other instances, the department provides the service in collaboration with other county agencies and community-based resources. The Youth and Family Resource Centers (YFRCs) are one example of such a collaborative effort. Six YFRCs provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic reoffending and for youth transitioning back to the community from an institutional setting. These collaborative programs, which resulted from Probation's "8%" studies on juvenile recidivism, seek to engage the entire family in the intervention process.

INSTITUTIONAL SERVICES

The Probation Department operates six juvenile correctional institutions where juvenile offenders are detained pending court hearings, receive care and treatment, and serve court-ordered commitments for their crimes. These six institutions have a combined rated capacity of 852 beds and provide services focused on the different populations served. The rated capacity for each institution is determined by the California Board of Corrections. These services remove the offenders from the community and hold them accountable for their behavior while assisting them to develop life skills and vocational competencies. All of the institutions, in collaboration with a wide variety of public and private partners, provide programming that helps prepare the minors emotionally, behaviorally, and academically for their return to the community.

- **Juvenile Hall** is a 434-bed secure institution in the city of Orange for juvenile offenders. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the court. The department also leases 64 beds at the Santa Ana City Jail for high security minors who are being tried in adult criminal courts.
- **Juvenile Hall Annex** is a 40-bed juvenile detention facility that houses high-security-risk minors who are in transition to state prison or the California Youth Authority, or have been ordered to stand trial in adult courts for their criminal offenses. Minors' stays are usually short in this highly secure environment.
- **Lacy Juvenile Annex** is a 64-bed detention facility in Santa Ana that houses 18-year-old offenders serving juvenile commitments. It is located inside Theo Lacy Jail in Santa Ana; however, it is staffed with probation personnel.
- **Joplin Youth Center** is a 64-bed facility located in the foothills of the Santa Ana Mountains and provides residential treatment for teenage boys ages 13 to 17 years who typically serve 30- to 120-day commitments.
- **Los Pinos Conservation Camp** is a 125-bed all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year.
- **Youth Guidance Center (YGC)** is a 125-bed facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years. It specializes in drug treatment and programming for girls.

GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. The department's unique role in victim services begins when the offender is being processed by the juvenile/criminal courts and continues for as long as the offender is on probation supervision. The other primary organization in the County that provides services to victims is Victim Witness, which is located in all of the courts and works with the District Attorney's Office to provide services at the initial stages of an offender's adjudication. The Probation Department and Victim Witness coordinate their victim service efforts in areas where there is overlap. Both organizations assist the victim to understand the criminal justice process, but the Probation Department presents the needs and interests of victims to the court in court reports. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders. In addition, a Victim Services Coordinator collaborates with other victim-service providers to coordinate efforts for victims, provides programs and training for Probation Department staff and new District Attorney staff so they are knowledgeable and sensitive to victims and victim issues, and responds directly to victims who have questions or need assistance.

III. OPERATIONAL PLAN FOR EACH GOAL

INDIVIDUAL STRATEGIC GOALS

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

CLIENTS

The judges and commissioners of the Orange County juvenile and criminal courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 34 commissioners. The Juvenile Court consists of six courts comprised of three judges and three commissioners assigned to delinquency cases.

It is essential that the judges and commissioners receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions regarding criminal offenders. The courts depend on the Probation Department to provide extensive investigations on select criminal cases that include detailed information regarding the circumstances of the offense, background of the defendant, statements from victims and involved parties, an analysis of aggravating/mitigating factors in felony cases, and a discussion and recommendation to aid the courts in making sentencing decisions. At initial case intake, Deputy Probation Officers assist the Juvenile Court by screening out the less serious cases for diversion services, which allows the court to focus on the most serious cases. Officers also provide information to assist the courts in determining the eligibility and appropriateness of offenders for specific programs.

The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

CHALLENGES

- Adult Investigation faces a potential increase in investigations as a result of the implementation of Proposition 36. (Proposition 36 requires drug offenders who plead to or are found guilty of a variety of nonviolent drug offenses to be placed on probation and ordered into drug treatment.) Included in this population may be individuals with two or more "strikes" in their criminal histories. These defendants' failure under the provisions of Proposition 36 will place them at risk of a life sentence in prison under the state's three strikes law. For these individuals, defense attorneys may request increased pre-plea reports. The court may request more pre-sentence investigations for those individuals who fail the program and face possible prison sentences.

Solutions: The department will monitor the number of reports ordered by the court to maintain adequate staffing levels in the Adult Investigation function. Also, abbreviated sentencing reports for these types of cases may be considered.

- 241.1 Welfare & Institutions Code (WIC) reports require that on specified juvenile cases, Probation and Social Services collectively investigate and make recommendations to the court regarding the

appropriateness of dependency vs. delinquency proceedings. Availability of information and staff needed to complete investigations has affected timeliness and completeness of information.

Solutions: Coordination between the Probation Department and Social Services Agency has recently increased, but continued efforts are needed to improve timely and thorough sharing of necessary investigative information for preparation of 241.1 WIC reports.

- AB 575 increased Probation responsibilities for foster care placement cases and may increase the workload for Juvenile Investigation to complete mandated Placement Suitability Reports for the court.

Solutions: Monitor development of AB 575 issues to identify additional resource needs.

RESOURCES

The Probation Department has 203 positions (deputized and support staff) and \$12.4 million gross total (\$9.3 million net county cost plus \$3.1 million total revenues) committed to accomplishing this goal.

- **Adult Court Division:** This division has 93 positions and \$4.6 million gross total (\$4 million net county cost plus \$600,000 total revenues) to provide services to the courts. The division provides an average of 300 investigations for the court per month, conducts an average of 300 assessments per month, and supplies the courts with 13 Resident Probation Officers. The workload numbers are currently adequate; however, resources have been added to the Assessment Function to deal with the influx of Proposition 36 cases at the expense of other probation operations.
- **Juvenile Court Division:** This division has 110 positions and \$7.9 million gross total (\$5.3 million net county cost plus \$2.6 million total revenues) devoted to this goal. Per month, the division processes an average of 400 custody intakes and 700 non-custody intakes and conducts 150 investigations for the court. Approximately 85 juveniles per month are referred for diversion services rather than being referred to the court, and 750 juveniles are currently on diversion under probation supervision. A unit of 11 Deputy Probation Officers supplies the court with Juvenile Court Officers. Workload has fluctuated month to month, but the function is adequately staffed based on existing workload standards for the anticipated 2002 workload. Potential clerical shortages would have a negative impact on completing reports within established timelines. Increased efficiency may be gained by improving the pretrial report preparation process in the Juvenile Court Officers Unit by linking with the Juvenile Intake Assessment System (JIAS) information. Data Systems is currently revising the JIAS, and additional resources will be required to achieve the potential efficiencies.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to expand the use of Voice Dictation technology to reduce the clerical dependency and speed the throughput for the preparation of the hundreds of court reports prepared each month.
- Implement expanded automation of case files to expedite processing of new court referrals.
- Continue to assist the courts by providing timely investigation of criminal/delinquency cases and completing required reports.
- Work with Social Services to increase timeliness and availability of information needed to complete 241.1 WIC reports within court timelines.

OUTCOME MEASURES

One outcome measure has been established thus far related to this goal. However, planning is currently underway to develop an additional measure(s) that will focus more directly on assessing the satisfaction level of the clients for this goal. The current outcome measure is:

- Percent of court investigations submitted within filing requirements.

OUTCOME MEASURE REPORTING: Refer to Appendix I.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

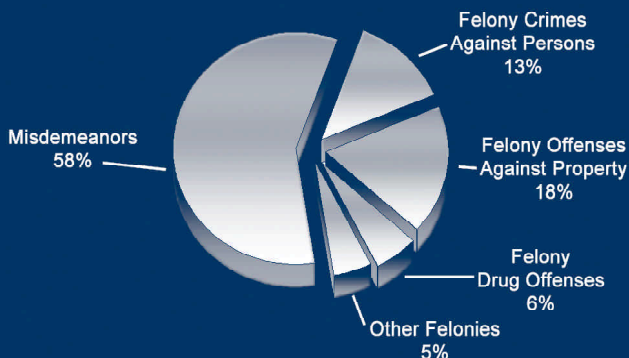
The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders. These offenders may be in the community or in custody. Assisting offenders to address the problems that contributed to their criminal activity also protects the community by reducing/eliminating additional law violations. Therefore, Probation assists probationers to obtain the resocialization skills needed to live crime-free and productive lives in addition to strictly enforcing the court's conditions of probation. Offenders residing in the community are supervised by Deputy Probation Officers assigned to one of the divisions in Field Services or the Special Operations and Supervision Division within Special Services. Offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of the County's correctional facilities.

CLIENTS

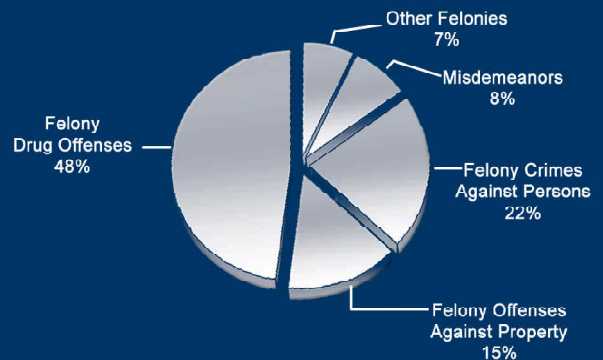
FIELD OPERATIONS

The Probation Department provides community protection by supervising adult and juvenile probationers residing in Orange County. At any given time, there are approximately 7,500 juveniles and 13,500 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 85% are male, 67% have occasional to frequent substance abuse, 35% have a gang affiliation, and 42% have an initial sustained felony offense. Of the adults, 80% are male, 85% have occasional to frequent substance abuse, and 92% have an initial sustained felony offense. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.

JUVENILE PROBATIONERS BY INITIAL OFFENSE CONVICTION



ADULT PROBATIONERS BY INITIAL OFFENSE CONVICTION



Within this overall population of clients, sub-populations of clients exist that have very specific needs.

- **The Juvenile Supervision Division** has a placement function with approximately 200 juveniles placed in foster care. These juveniles are supervised by the Probation Department rather than the Social Services Agency (SSA) because they are juvenile offenders who have no family able/willing to care for them. For these juveniles, Probation oversees their placement in foster homes/group homes and works toward family reunification. Also in this division is a six-bed Respite Care Facility for minors who experience temporary disruptions within their family. The goal of the program is to deal with the family problems and return the minors to their homes without the need for institutionalization or foster care. In addition, this division is responsible for supervising 45 Juvenile Drug Court cases and 140 juvenile sex offender cases. The specific needs of these juveniles are addressed through referrals to specialized counseling services.
- **The Community Programs Division** is comprised of six Youth and Family Resource Centers (YFRCs), each providing comprehensive services for 60-80 assigned youth and their families at any given time, for a total of 360-480 high-risk or transitional clients served. The YFRC 8% Early Intervention Program is aimed at offenders ages 15½ and younger, and the 8% Challenge Program targets youth over age 15½. The 8% name is derived from a Probation Department study in the 1980s that found 8% of first-time juvenile offenders committed 55% of the repeat juvenile offenses in Orange County. These youths have characteristics in their lives that put them at high risk of becoming repeat offenders. Transitional youth are those being released back into the community after serving a moderate to lengthy commitment at Juvenile Hall or a local correctional facility.
- **The Special Operations and Supervision Division** supervises three sub-populations of high-risk offenders. The division is currently supervising approximately 560 domestic violence batterers, 320 adult sex offenders, and 700 gang members. In almost all cases, probationers assigned to these caseloads are high-risk offenders who tend to violate at a higher rate. Sex and domestic violence offenders receive specialized treatment based on departmental guidelines.
- **The Adult Supervision Division** provides supervision to three special client groups in addition to their regular supervision caseloads: IMPACT clients are mentally ill offenders who need supervision and mental health services to ensure community safety while their mental health needs are addressed. Drug Court clients need supervision and a multi-phased substance abuse treatment program lasting from 12 to 18 months. Proposition 36 clients are sentenced to drug treatment in lieu of incarceration as a result of a PC 1210 sentence. They need supervision and drug testing in addition to drug treatment. The court receives frequent reports on their progress. The division is currently supervising approximately 122 IMPACT clients, 350 Drug Court clients, and 2,600 Proposition 36/PC 1210 clients.

INSTITUTIONAL SERVICES

Orange County has a sizeable population of at-risk juveniles between ages 10 and 17, which is growing at a rate much faster than that of any other population group. Current demographic projections indicate this population will increase by 33% this decade, most of which will occur in the first half of the decade. Even without an increase in the juvenile crime rate, the sheer larger numbers of teenagers will logically lead to additional juvenile crime in Orange County. Consequently, the demand for juvenile custody beds is expected to continue to grow over the next five years.

At any given time, the institutions are operating at their full 852-bed capacity. A recent snapshot of juveniles in custody indicated that of this total, 89% were males, 77% were 16 years of age or older, and 62% were in custody for a felony offense. Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food, the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems, with treatment provided by the Health Care Agency. Classes are provided by the Department of Education to meet the minors' educational needs. In addition, a variety of recreational and community service programs are provided. Refer to Appendix G for a comprehensive summary of the programming provided by the institutions for juveniles in custody.

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

- **The Juvenile Sex Offender Program** is located in two secure units at Juvenile Hall that can accommodate 36 male wards who have been committed to an institution by the court for one or more sex offenses. In addition to being housed together, these minors receive specialized programming to address their offenses, including group therapy. They receive treatment from a therapist who specializes in working with youthful sex offenders. The program length ranges from six to nine months.
- **The ASERT Program** (Addiction Substance Abuse Education and Recognition Treatment Program) is a 75-bed intensive drug intervention and education program at the Youth Guidance Center for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. The program incorporates a multidisciplinary intervention and education model that includes intensive drug counseling by three clinical psychologists and one substance abuse counselor, two school counselors, integrated case planning, a multi-disciplinary educational lab, and an after-care component that includes supervision by Deputy Probation Officers and job placement services.
- **The Breakthrough Program** is a therapeutic community that can serve up to 50 teenage boys recovering from drug or alcohol addiction. It normally takes a minor from 9 to 12 months in custody at the Youth Guidance Center to progress through all the residential phases of this highly-structured program. Deputy Probation Officers provide intensive supervision of participants for a minimum of six months after their release.
- **Programming for Girls** provides specialized programming at the Youth Guidance Center for female wards ages 13 to 18 years of age with commitments ranging from 60 days to one year. The facility has one unit that can serve up to 25 girls. The program provides a thorough intake assessment, an evaluation by a Health Care Agency psychologist, individualized treatment, and gender-specific counseling.
- **The Independent Living Program** ("Freedom Lies within You") provides older youth from the juvenile institutions with services that prepare them for living independently after their release from custody. The program serves up to 20 juveniles at a time and consists of three phases delivered over a six-month period by probation staff and community service providers. Since its implementation in May 2001, more than 40 juveniles have been accepted into this state-funded demonstration program. By program completion, participating youth are expected to be working or attending vocational school, seeking a high school diploma or G.E.D, and becoming more self-reliant and ready to live on their own.

CHALLENGES

FIELD OPERATIONS

- Proposition 36/PC 1210 required that as of July 2001, all nonviolent drug offenders receive probation supervision and mandatory drug treatment in lieu of jail. Early projections indicate this requirement has the potential for adding 4,500 additional cases for probation supervision, creating the need for additional staff and funding. In the first six months of implementation, the Probation Department has received 2,100 new cases (an average of 350 new cases per month), validating the early projections. To be prepared for the implementation of Proposition 36, the department, in conjunction with other justice system partners, embarked upon a pilot program on March 12, 2001. At the end of the pilot program, there were approximately 700 cases being supervised by Probation. Presently, over 500 of these pilot cases remain on Probation caseloads. When added to the 2,100 cases received since July 1, 2001, the Proposition 36/PC 1210 caseload exceeds 2,600 cases. Initially, no funding was provided for drug testing to monitor compliance. SB 223 was passed to address this need, but a portion of these funds have been designated for health care needs and do not appear adequate to meet the projected need for drug testing. In addition, reduced state revenue streams and mandates may affect some special enforcement efforts currently in place. The Special Enforcement Unit (SEU) has deputies assigned to city/county/state multi-agency task forces with special focuses on certain crimes, such as domestic violence, auto theft, gang violence, etc. The SEU is a non-mandated function that enhances enforcement capability countywide through collaborative police partnerships. Such a non-mandated function may experience a reduction in staffing in order to meet state mandates for PC 1210.

Solutions: The Probation Department will continue to track the impact of Proposition 36/PC 1210, keep the CEO and Board of Supervisors informed of the workload impact, look outside the County for additional funding sources, and strive to reduce the potential negative impact of Proposition 36/PC 1210 on non-mandated yet essential functions.

- With the increase of cases in the Adult Supervision Division as a result of Proposition 36, Deputy Probation Officers' caseloads continue to grow and exceed recommended caseload sizes.

Solutions: It will be necessary to examine workload duties and develop options for reducing services in some areas in order to offset the increased caseloads. To this end, a Workload Issues group has been formed, comprised of the Adult Supervision Division Director, two Supervising Probation Officers, and a Deputy Probation Officer from each field unit.

- In an endeavor to improve conditions within foster care, the California Legislature passed a series of bills specifically directed toward the care and services provided to foster children. AB 575 increases the duties and responsibilities of the probation officer in foster care cases and requires additional services for the juveniles and their parents. This legislation may impact staffing ratios in the probation placement function and require additional resources.

Solutions: The department will evaluate the impact of complying with AB 575 requirements and the need for additional funding/staff.

INSTITUTIONAL SERVICES

- The Probation Department continues to use the options provided by the Juvenile Court to manage the Juvenile Hall population, yet supply of vs. demand for adequate bed capacity remains a struggle for the agency. In the year 2001, Juvenile Hall was at or above its state-rated capacity of 434 beds 28% of the time. The department is facing an anticipated need for 479 additional juvenile institutional beds by the year 2005 due to the overall growth in the County, particularly among teenagers. Due to a January 2000 State Appellate Court ruling in Monterey County (*People v. Jose H.*), all 18-year-olds are required to serve juvenile commitments in juvenile facilities rather than jails, which has put an additional strain on Probation's institutional bed space. Recent State interest in the property where the Juvenile Hall Annex is located may result in the loss of the 40-bed annex for secure housing in the next fiscal year.

Solutions: Leased facilities have provided a temporary solution, and the Probation Department has tried to mitigate overcrowding by adopting a number of population control measures, including restrictions on booking of minors into Juvenile Hall and the use of alternative incarceration programs. The department is pursuing construction of the 90-bed Rancho Potrero Leadership Academy for teenage boys and girls using a Board of Corrections grant (projected to open in December 2003), but a lawsuit has been filed that jeopardizes this project. Also, work will continue to retain use of and expand the 125-bed Los Pinos Conservation Camp. In addition, the Probation Department received grant funds and approval from the Board of Corrections for the construction of Unit Q, which will add 60 more beds to Juvenile Hall. A portion of the Juvenile Justice Crime Prevention Act funds were used to add 64 more beds for 18-year-olds at the Lacy Juvenile Annex.

- In addition to the need for new beds, the Probation Department's existing juvenile institutional facilities are aging with progressively deteriorating infrastructures.

Solutions: In order to ensure continued maximum protection for the community, as well as the safety and welfare of staff and the minors housed in these facilities, Probation has been aggressively pursuing construction grant funding to provide the financial impetus to renovate and even replace portions of the aging structures. Additionally, Probation continues to seek capital project funding in the annual budget processes in as prudent and proactive a manner as possible. Finally, new positions have been requested with the possibility of grant offsets to assist in the oversight and accomplishment of the many and varied projects that are required to maintain the facilities.

- Seriously emotionally disturbed minors on probation who are placed in probation correctional facilities present unique problems that require extensive collaborative services to manage their behaviors and meet their needs. In the most extreme cases, the children's behaviors are so severe that psychiatric facilities are not willing to accept them, which forces these minors to remain in Juvenile Hall. Equally as critical are transitional services for emotionally disturbed children to assist them in moving from residential care to a less restrictive environment in the community.

Solutions: In 1990, five Southern California counties entered into an agreement to jointly construct and operate a 30-bed facility in Riverside County that would meet the needs of this select population. Although funding was made available to construct the facility, the lack of operational funds prevented the counties from utilizing the site for its intended purpose. Instead, a private provider currently leases the building. The goal remains to seek funding to open the doors for this seriously needed program. In the interim, Probation Top Management and the Juvenile Justice Coordinating Council will evaluate using 2002/03 Juvenile Justice Crime Prevention Act (JJCPA) funds to develop/lease beds for seriously emotionally disturbed juveniles in a forensic treatment program within the community using probation staff to supervise these minors.

RESOURCES

Four divisions and six correctional facilities provide the services for accomplishing this goal with a total of 1,057 positions (deputized and support staff) and \$79.6 million gross total (\$38.2 million revenue and \$41.4 million net county cost) dedicated to achieving this goal.

FIELD OPERATIONS

Four divisions provide community protection for adult and juvenile probationers residing in the community with a total of 336 positions (deputized and support staff) and \$35.6 million gross total (\$14.2 million revenue and \$21.4 million net county cost).

- **Juvenile Supervision Division** has been assigned 76 positions and \$10.2 million gross total (\$3.1 million revenue and \$7.1 net county cost). Sixty-four Deputy Probation Officers operate out of five separate offices located throughout Orange County and manage approximately 3,000 cases at any point in time.
- **Community Programs Division** has 79 positions and \$11.1 million gross total (\$5.9 million revenue and \$5.2 million net county cost) to accomplish its objectives. This division includes the six Youth and Family Resource Centers as well as planning efforts for additional sites, including the Youth and Family Employment Resource Center. The YFRCs are located throughout Orange County and include many collaborative partners, such as the Department of Education, Health Care Agency, American Academy of Pediatrics, and numerous community-based organizations. Sixteen contracts with community-based organizations provide program components such as comprehensive employment services and restorative justice programming.
- **Special Operations and Supervision Division** has 72 positions and \$6.2 million gross total (\$2.2 million revenue and \$4 million net county cost) to accomplish its duties. Deputy Probation Officers operate out of six offices located throughout Orange County. In addition, the Gang Violence Suppression deputies are mainly outstationed at police departments throughout the County
- **Adult Supervision Division** has been assigned 109 positions and budgeted \$8 million gross total (\$2.9 million revenue and \$5.1 million net county cost). Seventy-seven full-time Deputy Probation Officers and nine Supervising Probation Officers work out of seven offices located throughout Orange County and manage approximately 8,000 cases at any point in time. Ten of the deputies work with the drug courts, and four deputies are assigned to the IMPACT program. (Proposition 36/PC 1210 has had a dramatic negative impact on adult supervision caseloads with the rate of increase for those cases being equivalent to one deputy's caseload every ten days.)

INSTITUTIONAL SERVICES

The Probation Department operates six correctional facilities to provide a safe environment with needed care and treatment for juvenile offenders: Juvenile Hall, Juvenile Hall Annex, Lacy Juvenile Annex, Joplin Youth Center, Los Pinos Conservation Camp, and the Youth Guidance Center. The department also leases beds for high security minors at the Santa Ana City Jail. The department's budget for accomplishing this goal is \$44 million gross total (\$24 million total revenues and \$20 million net county cost) and includes 721 positions (deputized and support staff). Secure detention is provided at three of the six institutions: Juvenile Hall, Juvenile Hall Annex and Lacy Juvenile Annex. The budget for secure detention is \$30.4 million gross total (\$16.6 million revenue and \$13.8 million net county cost) and includes 528 positions.

- **Juvenile Hall** is a 434-bed institution in the city of Orange for juvenile offenders. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the court. Deputy Probation Counselors supervise the living units and provide individual and group counseling. Minors participate daily in outdoor sports and other recreational activities. Religious services and Bible studies are available to youths upon request. The Orange County Department of Education (OCDE) provides a fully accredited academic program. Nurses and dentists from the Health Care Agency (HCA) provide medical and dental care on-site. Psychiatrists and psychologists from HCA evaluate and assist minors with emotional or mental health problems. Staff at Juvenile Hall also provide in-custody sex offender treatment in two living units. The department also leases 64 beds at the Santa Ana City Jail for high security minors who are being tried in adult criminal courts.

Programs offering alternatives to incarceration in Juvenile Hall are also provided. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving institutional commitments. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day treatment program. The Independent Living Program (ILP) is a grant-funded co-ed day-reporting vocational training program. Both ACP and ILP programs are run in conjunction with the OCDE and operate five days a week from 8 a.m. to 5 p.m.

- **Juvenile Hall Annex** is a 40-bed juvenile detention facility in Santa Ana that houses high-security-risk minors who are in transition to state prison or the California Youth Authority, or have been ordered to stand trial in adult courts for their criminal offenses. Minors' stays are usually short in this highly secure environment. They attend school daily, seeking to earn a high school diploma or G.E.D., and exercise by weight training and playing basketball and handball. Annex staff involve youth in a values program which builds self-discipline, self-worth, and trust. The goal is to better prepare young people for a smoother transition to another institution and their eventual release from custody.
- **Lacy Juvenile Annex** is a 64-bed module co-located in the Theo Lacy Jail that houses 18-year-olds serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors commensurate with their age. There is an emphasis on G.E.D. preparation, vocational skill assessments, and independent living skills. Select wards are allowed to attend off-site educational programming on a daily basis.
- **Joplin Youth Center** is a 64-bed juvenile correctional institution located in the foothills of the Santa Ana Mountains, which provides residential treatment for teenage boys ages 13 to 17 years. Joplin has a gross total budget of \$2.9 million (\$1.4 million revenue and \$1.5 million net county cost) and 37 positions. The boys placed at the facility typically serve 30- to 120-day commitments. Activities include maintaining the site and providing services by working in the kitchen, doing laundry, performing custodial work, and other duties. Off-site, Joplin wards undertake supervised community projects, which include graffiti removal, assisting in a physical therapy program for severely handicapped children, and maintaining trash pick-up along a portion of Santiago Canyon Road. The school day consists of five classes with individualized course instruction. The youth also receive special education classes, employment training, computer education, and math tutoring as needed. Probation staff and HCA provide counseling for boys who have abused drugs or alcohol, and Narcotics and Alcoholics Anonymous hold meetings on site. Joplin staff members instruct minors in topics such as gang violence intervention, anger management, and parenting skills. Individual psychological counseling is available from trained psychologists. Classes are also provided in speech and physical fitness. Volunteers offer a variety of added services, such as Bible study, worship services, tutoring, and crafts.

- **Los Pinos Conservation Camp** is a 125-bed, all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year. Los Pinos has a gross total budget of \$4.8 million (\$2.7 million revenue and \$2.1 million net county cost) and 73 positions. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP classes learning landscaping, forestry, computer technology, fire technology, auto repair, painting, construction, culinary arts, and custodial maintenance. In cooperation with the U.S. Forest Service, Los Pinos crews clear brush in the surrounding forest, clean and maintain local campsites, and construct and maintain trails. Boys also participate in CIF athletic competition in basketball, volleyball, and baseball and in AYSO soccer. In the camp's school program, youths can earn their high school diplomas or GED. Classes are offered in life skills, career training, job preparation, parenting skills, and substance abuse, as well as all general subject areas. Los Pinos provides programs in gang intervention, anger management, victim awareness, and racial tolerance. In addition, individual and family counseling is provided and a full-time psychologist specializing in drug abuse is available.
- **Youth Guidance Center (YGC)** is a 125-bed facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years. It has a gross total budget of \$5.9 million (\$3.3 million revenue and \$2.6 million net county cost) and 80 positions. YGC offers programs that focus on the wide range of needs of juvenile offenders. On-grounds drug and alcohol abuse counselors, clinical psychologists, and Deputy Probation Officers are available for individual planning and counseling. Volunteers augment program activities and serve as mentors. YGC also offers specialized programs, such as a comprehensive program for teenage girls and two substance abuse programs: Breakthrough and ASERT (Addiction Substance Abuse Education and Recognition Treatment). All minors participate in an academic program at the institution's Rio Contiguo High School. Students normally attend school six periods per day. Selected minors may attend off-grounds college courses or available correspondence and televised courses for college credit. Work experience is also an integral part of life at YGC. The juveniles assist in the kitchen and laundry, as well as perform housekeeping, building maintenance, and grounds maintenance.

STRATEGIES TO ACCOMPLISH GOAL

FIELD OPERATIONS

Pursue long-term/permanent revenue opportunities to obtain adequate staffing and address the service delivery/workload needs.

- Develop and enhance existing collaboratives and develop new public/private partnerships consistent with the supervision and resocialization of offenders.
 - a. Improve the Inter-Agency Management Committee for Youth and Family Resource Centers and individual YFRC site collaboratives to expand the range of activities provided for at-risk youth and their families.
 - b. Strengthen the existing Juvenile Drug Court collaborative to include a broader range of potential service providers.
 - c. Improve collaborative efforts in unincorporated County Islands.
 - d. Strengthen adult domestic violence collaboratives countywide.

- e. Strengthen the Orange County Sex Offender Management Team and increase government and community awareness through greater exposure.
- f. Continue to provide a Supervising Probation Officer as liaison to the Sheriff Department's Best Choices Program.
- Expand the continuum of balanced approach services for juvenile and adult probationers.
 - a. Expand gang prevention and other youth development programs for County Islands as directed by the Board of Supervisors.
 - b. Incorporate lessons learned from the Juvenile Drug Court pilot into the design for an enhanced program model.
 - c. Monitor the effectiveness of the Juvenile Justice Crime Prevention Act (JJCPA) programs and the two Challenge II grant-funded projects (Residential Independent Living and Respite Care/Family Conflict Resolution) as required by the outcome measures established for these grants.
- Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts, Health Care Agency and County Executive Office.
 - a. Continue to develop and evaluate the grant-funded adult mentally ill offender service continuum and work collaboratively with the Health Care Agency, the Orange County Sheriff's Department, and the contracted research component of the grant.
 - b. Initiate a new Request-for-Proposal (RFP) for a 50- to 100-bed work furlough facility.
 - c. Continue to monitor the impact of Proposition 36 and refine the program where possible.
- Increase the specialization, expertise, and effectiveness of the Special Operations and Supervision Division.
 - a. Evaluate the need for additional supportive services to improve treatment for batterers and further protect their victims for the newly implemented specialized Domestic Violence Unit.
 - b. Re-evaluate the need for further consolidation of all specialized adult caseloads in the Special Operations Division.
 - c. Seek approval for a transient living center for sex and domestic violence offenders.
- Expand technology to enhance the effectiveness of probation supervision and resocialization operations.
 - a. Research the feasibility of replacing existing probation officer manual field books with automated versions using wireless technologies such as PDA devices or portable computers that can interface with the Case Management System to report probationer contacts and support other case supervision activities for field officers from field locations.
 - b. Continue to develop the initial implementation of the automated adult intake system to replace a manual, time-consuming, and paper-intensive process.
 - c. Continue working with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project. The first phase of this currently under development will be the implementation of an Internet-based "web site" to share the terms and conditions of probation for adult probationers. This is targeted as an aid to improve law enforcement

officer safety and provide feedback to Probation regarding contacts with active adult probationers by local law enforcement agencies.

- d. Work with California Department of Justice (DOJ) to implement an automated interface with the DOJ Supervised Release File (SRF) to improve statewide monitoring of law enforcement contacts with active adult probationers.
- e. Enter into a new five-year Supervised Electronic Monitoring contract effective January 1, 2002, that will provide state-of-the-art electronic monitoring supervision technology to defendants serving jail commitments in the community.

INSTITUTIONAL SERVICES

- Continue the institutional population management project, including the use of alternate programs.
 - a. Maintain the incidence of facility overcrowding at or below the year 2001 level.
- Pursue strategies and funding to incrementally increase the number of juvenile beds.
 - a. Continue to pursue final resolution of the federal Special Use Permit issue involving the Los Pinos Conservation Camp in the Cleveland National Forest so that the Probation Department can be guaranteed ongoing usage of the juvenile treatment facility.
 - b. Increase capacity of the Los Pinos Conservation Camp by 32 beds by December 31, 2002.
 - c. Continue work toward establishing the Rancho Potrero Leadership Academy adjacent to the Joplin Youth Center in cooperation with the Board of Supervisors and the state Board of Corrections. This project will add 90 beds to Institutional Services bed capacity by December 31, 2003.
 - d. Continue to pursue siting and funding opportunities for a 390-bed South County Juvenile Hall.
 - e. Work with the City of Santa Ana for the relocation and continued use of the 40-bed Juvenile Hall Annex should the current site be redesignated for a new State Appellate Court.
 - f. Work with the Public Facilities and Resources Department on a Master Plan for reconstruction of Juvenile Hall.
- Continue to place priority on the development of Phase II of the automated Institutions Management System (IMS), which will include automating logs, room checks, facility management, incident reports, and the Juvenile Court Work Program, as well as tracking detention hearings.
- Pursue the development of a multi-county regional institution for severely emotionally disturbed minors, a population very difficult to serve in the standard Juvenile Hall environment because these minors are disruptive and have special treatment needs. In the interim, evaluate using 2002/03 Juvenile Justice Crime Prevention Act (JJCPA) funds to develop/lease beds in a forensic treatment program within the community using probation staff to supervise these minors.
- Use a portion of JJCPA funds to continue/expand three institutional programs: ASERT (Addiction

Substance Abuse Education and Recognition Treatment) program at YGC, programming for girls at YGC, and additional beds/programming for 18-year-olds at Lacy Juvenile Annex.

OUTCOME MEASURES

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal with plans underway to develop an additional outcome measure(s) that will focus more specifically on the institutional services. The present outcome measures are:

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

OUTCOME MEASURE REPORTING: Refer to Appendix I.

GOAL #3

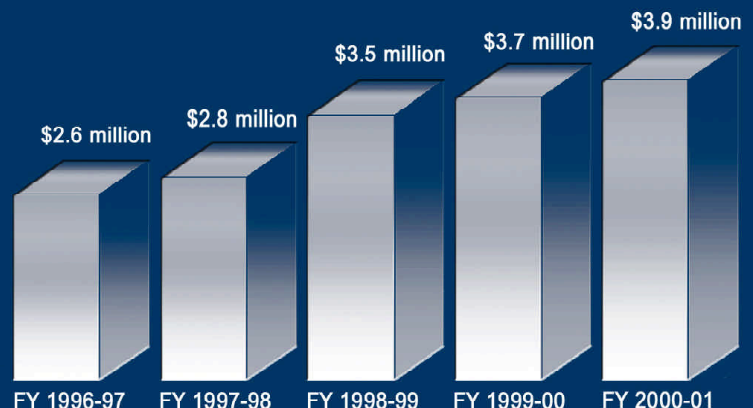
Assist crime victims by presenting their interests to the courts and providing support services.

CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims need to have a direct, meaningful voice in identifying the harms done by an offender and in identifying what should be done to address those harms. Victims should be able to move forward with their lives feeling their needs have been heard, respected, and significantly responded to. They should be assisted in moving toward healing and closure.

The needs of victims differ according to their own response to the crime and the nature of the crime. The Probation Department tries to give these victims a voice in the criminal justice system. Deputy Probation Officers contact crime victims for input to share with the courts on their version of the incident and its impact on them. Also, victims need information about the court process and the meaning of court orders that relate to them.

PROBATION COLLECTIONS FOR CRIME VICTIM RESTITUTION
AND WELFARE FRAUD RE-PAYMENTS
(1996 - 2001)



One of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the court. Collection Officers retrieve restitution for crime victims, child support typically for mothers raising children on their own, and an assortment of fines, penalties, and fees which offset costs to provide criminal justice services.

The Domestic Violence and Adult Sex Offender Units provide specialized services for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. Volunteer staff are available in both units to maintain regular contact with those victims who seek additional services. In addition, the victims and siblings of juvenile sex offenders on probation are being targeted for new program services by the District Attorney and Probation Department. Though representing a small number of all juvenile offenders, the number of juvenile sex offenders has been rising. With an objective to reduce further crime, treatment resources will be identified and offered to this population and their families. This joint endeavor, partially funded by JAIBG (Juvenile Accountability Incentive Block Grant) 2000 Plus grant funds, will work to reduce the growing population of juvenile sex offenders and their victims.

CHALLENGES

- One of the challenges will be meeting the volume of needs for services that are likely to come forward from victims with the implementation of formal victim services via the addition of the Victim Services Coordinator and a 1-800 number. (A victim survey that was conducted last year resulted in about half the respondents, or approximately 250 victims, wanting additional information or services.)

Solutions: Two part-time staff have been added to assist the Victim Services Coordinator (VSC). In addition, volunteers will be utilized and staff in other functions will assist with case-specific victim inquiries.

- The victims of serious, violent crimes (e.g., domestic violence, sex offenses) have needs that go beyond normal services in both the nature and duration of the services.

Solutions: The department is planning to look at methods for surveying these victims separate from other victims to better identify their specific needs, evaluate the effectiveness of current services, and identify additional service needs.

- A special focus is required for the victims of juvenile sex offenders to evaluate their needs and develop programs for them.

Solutions: JAIBG 2000 Plus grant funds will be utilized to pay for an extra-help/part-time Supervising Probation Officer to evaluate the formal probation cases of the juvenile sex offenders to determine who these victims are, what their needs are, and what services have been received. The department is also planning to incorporate the focus on victims of juvenile sex offenders into a larger comprehensive strategy to be developed with other strategic partners in the County. If this strategy is adopted and formally implemented by the county Juvenile Justice Coordinating Council, technical assistance and additional grant funding opportunities may become available to Probation and its collaborative partners.

RESOURCES

The Victim Services function is located in the Program Support and Research Division. The positions (one full-time and two part-time) and budget of \$127,000 gross total (\$35,000 total revenues and \$92,000 net county cost) for the function do not accurately reflect the resources assigned to accomplish this objective. The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator (VSC) is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned. Staff from the Research Unit, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. The Victim Services Strategic Planning Group (VSSPG) is comprised of managers, research, and program staff who are knowledgeable and available to assist the VSC. A toll-free (1-800) number has been obtained for victim use and to provide an additional resource to staff. In addition, to expand and pay for services needed by the victims and families of juvenile sex offenders, the Probation Department is exploring funding possibilities accessed through the State Restitution Fund, as well as available grant opportunities.

STRATEGIES TO ACCOMPLISH GOAL

- Expand the department's outreach and service delivery to victims.
 - a. Continue the Probation Financial Systems (PFS) software development with new Revenue Plus software that will increase the level of collections for victim restitution, court fines, fees, and judgments by increasing the efficiency of tracking collections.
 - b. Develop better ways to advise victims of the process for collecting restitution and enforcing civil orders.
 - c. Advise victims of the disposition in all court-ordered investigation and/or formal probation cases.
 - d. Advise victims of prison commitments, and provide a contact at the California Department of Corrections where the victim can obtain information/assistance when the offender is committed to the state prison system.
 - e. Increase the number of Victim Impact Statements included in court reports to assist the court in making appropriate sentencing decisions.
- Increase support services to victims.
 - a. Expand the services provided by the newly created central Victim Services Coordinator position.
 - (1) Respond to victim questions/issues.

- (2) Provide additional services.
- (3) Increase collaboration with other victim-service providers.
- b. Continue the Victim Services Strategic Planning Group as a permanent committee to provide oversight of program development and delivery of victim services.
- c. Increase staff awareness, knowledge, and sensitivity regarding crime victims.
 - (1) Develop staff training regarding victims and victim issues.
 - (2) Require all sworn and non-sworn staff to attend victim training during the 2002-2003 training year.
- Survey crime victims regarding their satisfaction with probation services.

OUTCOME MEASURES

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

During the coming year, the department will be focusing on refining the victim satisfaction measure to more fully assess satisfaction among the specialized population of serious crime victims.

OUTCOME MEASURE REPORTING: Refer to Appendix I

DEPARTMENT-WIDE CHALLENGES AND RESOURCES

Some of the challenges and resources impacting the accomplishment of the operational plan are department-wide and affect all of the goals.

CHALLENGES

- In June of 2001, the Board of Supervisors adopted a Memorandum of Understanding (MOU) between the County and Orange County Employees Association providing safety retirement benefits for sworn staff that will be implemented by June 29, 2002. The department may lose 40 to 60 staff due to retirements, which means a potential loss of experience, knowledge, and historical perspective that may pose a significant challenge for the department for several years.

Solutions: Plans are underway to deal with recruitment, hiring, training, and promoting qualified staff. To mitigate the loss of so much experience, the department is already training promotional candidates and mentoring newly appointed supervisors by experienced personnel at the same level.

- The Probation Department has encountered difficulties in acquiring suitable sites for new offices and programs. Such has been the case in Probation's efforts to locate needed space in the Northern Orange County region for probationers to report to their officers.

Solutions: Possible solutions might include acquiring space in the unincorporated areas of Orange County. Negotiations are currently underway to lease property on the El Toro MCAS to accommodate an Independent Living Program for older youths. Ongoing strategies include public relations campaigns to address public concerns that impede Probation's siting efforts. Finally, should Probation succeed in gaining rights to specific property, consideration might be given to purchasing, rather than leasing.

- The growing dependence on information technology as a tool for the accomplishment of the department's mission will place increasing demands on the department's data systems resources to meet the operational support and enhancement of the existing automated systems and infrastructure. The department's utilization of information technology continues to grow in such areas as new office locations, added specialized caseloads, enhanced victims' services, collaborative case management, web-based access, wireless communications, bar-coding scanning, document imaging, and bio-metric security technologies. The need for additional technical resources to support these diverse system architectures and rapidly changing technologies will continue.

Solutions: Continue to utilize professional services agreements with external service providers and technology consultants to match the technical skills resources with the approved information technology projects. The department's operating budgets will reflect the funding to acquire and utilize these resources. The department will continue to work closely with the CEO/CIO data communications staff to plan for the upgrade to the data communications infrastructure that is in concert with the county's established network standards and architecture. Funding for the approved network components hardware upgrades will be included with the department's operating budget submission for FY 2002/2003.

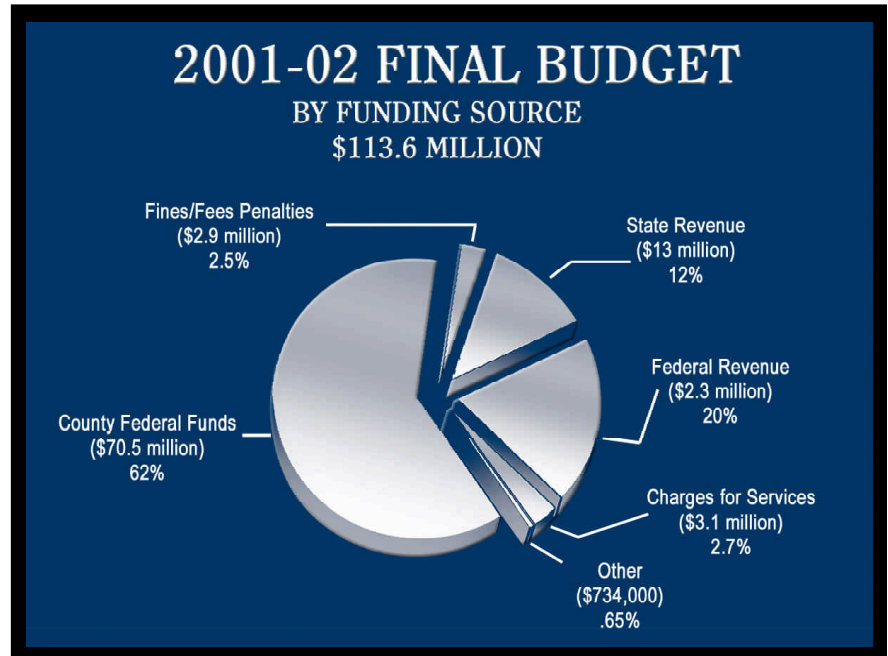
- The department will be faced with the strategic need to upgrade the technology of the PC desktop operating systems and application software on each laptop and desktop PC within the department in concert with the upgrading of the operating system software for the department's network and applications servers. This will be a costly and logistically difficult undertaking. Failure to make this technology upgrade will place the department at risk of restricting data sharing capabilities resulting from an aging architecture that is not compatible with the other criminal justice agencies and departments.

Solutions: The department will develop a plan to acquire and integrate the required technology upgrades in an incremental manner that matches both the funding limitations and logistical realities associated with a project of this scale. Actions such as including the upgraded operating system software and application software as an integrated component of acquiring new hardware will enable the accomplishment of this upgrade in an incremental and non-disruptive manner.

RESOURCES

The Probation Department has a \$113.6 million budget. Sixty-two percent of the budget comes from the County general fund. The remaining 38% represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.

The department maintains a dedicated, highly trained staff of 1,523 regular employees and 133 extra-help employees. In the last fiscal year, Probation staff members received over 80,000 hours of instruction in more than 400 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division.



Probation activities are also supported by about 480 Volunteers in Probation (VIPs), including 40 Volunteer Probation Officers (VPOs), 25 to 35 college interns, and the Probation Community Action Association (PCAA). The nearly 100-member PCAA undertakes projects that lie outside the department's authority or capability, such as providing financial aid directly to needy probation families and paying for laser surgery to remove tattoos that link probationers to gangs or otherwise preclude them from getting jobs.

A number of automation and other technological advances are underway that are helping the Probation Department improve the way it conducts its business. Among them:

- Development of an information disaster recovery plan.
- Establishment of an 800 MHz compatible dispatch center to support institutional and field staff.
- Enhancement of the capabilities and functioning of the PC 1210 Information System in support of the multi-agency collaborative service requirements.
- Development and implementation of the Automated Adult Intake System to improve the timeliness and efficiency of the intake processes and interactions with the court.
- Continued development and implementation of the automated Institutions Management System (IMS) within the six juvenile institutions to improve productivity and efficiency of institution operations.
- Implementation of the Revenue Plus automation project as a component to improve restitution collection.

APPENDIX

**ORANGE COUNTY PROBATION DEPARTMENT
ORGANIZATIONAL CHART**

**CHIEF PROBATION OFFICER
Stephanie Lewis**

**CHIEF DEPUTY PROBATION OFFICER
INSTITUTIONAL SERVICES
Tom Wright**

**JUVENILE HALL - DIVISIONS II, IV & VI
Dallas Stahr, Director**
High Security Detention Units, Institutional Security,
Juvenile modules at Santa Ana Jail,
Lacy Juvenile Annex, and Juvenile Hall Annex

**JUVENILE HALL - DIVISIONS I, III & V
Monica Gallagher, Director**
Detention Units,
Accountability Commitment Program,
Juvenile Court Work Program, Transportation,
Independent Living Program

**LOS PINOS CONSERVATION CAMP
John Nigro, Director**
Non-secure residential treatment - boys

**YOUTH GUIDANCE CENTER
Kathy Goto, Director**
Breakthrough Program, ASERT Program
Non-secure residential treatment - co-ed

**JOPLIN YOUTH CENTER
Joe Salcido, Director**
Non-secure residential treatment - boys

**CHIEF DEPUTY PROBATION OFFICER
FIELD SERVICES
John Bowater**

**ADULT SUPERVISION DIVISION
Connie Havens, Director**
Adult field supervision,
Drug Court, Mentally Ill Offenders

**JUVENILE SUPERVISION DIVISIONS
Don Cullen, Director**
North, West, Central, and
South County Field Supervision and Placement

**ADULT COURT DIVISION
Mack Jenkins, Director**
Courtesy Supervision, Interstate Transfers,
Investigation, County Parole, Child Support
Supervision, Resident Probation Officers,
Adult Intake and Assessment

**JUVENILE COURT SERVICES
Greg Ronald, Director**
Investigation, Custody and Noncustody Intake,
Juvenile Administrative cases, Diversion programs,
Juvenile Court Officers

**COMMUNITY PROGRAMS DIVISION
Jeff Corp, Director**
8% Early Intervention Programs
Youth & Family Resource Centers

**CHIEF DEPUTY PROBATION OFFICER
SPECIAL SERVICES
Colleene Preciado**

**ADMINISTRATIVE & FISCAL DIVISION
Walt Watanabe**
Accounting, Collections, Facility Operations,
Purchasing, Records, Payroll, Budget,
Property Control, Clerical, Contracts

**PROGRAM SUPPORT & RESEARCH DIVISION
Thomas Hinkle, Acting Division Director**
Program Support, Research, Public Information,
Legislation, Grants

**DATA SYSTEMS DIVISION
Dan Burt, Director**
Software Development, Network Operations,
AS/400 Computer Operations, PC Support

**SPECIAL OPERATIONS AND SUPERVISION
Bill Daniel, Director**
K-9 Narcotics Detection, Special Enforcement,
Gang Violence Suppression, Electronic Confinement,
County Islands project, Sex Offender supervision,
Domestic Violence supervision

**HUMAN RESOURCES & TRAINING DIVISION
Donna Inouye, Director**
Recruitment, Background Investigations,
Employee Relations, Classification, Training,
Volunteer Services, Subpoena Processing

MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's Top Management (TM) team. This team is co-located at the department's administrative offices at 909 N. Main Street in Santa Ana. They confer frequently and have a standing meeting every Tuesday afternoon to discuss major projects, deal with issues, and coordinate activities. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc. to ensure the effective delivery of services to the residents of Orange County. Each TM member has many collaborative relationships outside the agency, which increases the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, Social Services Agency, and others.

Top Management plus the directors of the department's fifteen operational divisions make up the broader Management Team. This broader team participates in annual Team Building Management Retreats, Strategic Planning sessions, and Budget Planning sessions. Additional coordination and planning are provided through the Project Management Group (PMG), Adult Systems Task Force (ASTF) and the Juvenile Systems Task Force (JSTF). The PMG is made up of the Chief Deputy Probation Officers, Chairpersons of the ASTF and JSTF, Directors in Special Services (Administrative and Fiscal Services, Program Support and Research, Data Systems, and Human Resources and Training), and a Senior Research Analyst. The PMG meets monthly and deals with strategic issues and planning. The ASTF includes all of the Adult Division Directors, and the JSTF includes all of the Juvenile Division Directors. These groups deal with issues specific to their respective services. The Directors of Adult Supervision (or Juvenile Supervision) meet monthly with the clerical supervisors and representatives from Special Services (Data Systems, Administrative and Fiscal Services, and Research) to deal with issues specific to adult (or juvenile) matters that cross division lines. The Management Team members also serve on a variety of other task forces and committees made up of subordinate staff to ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS

Chief Probation Officer

Chief Probation Officer Stephanie Lewis is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the courts in accordance with their legal responsibilities. As part of her duties, she:

- Coordinates the operation of all Probation Department programs and services.
- Directs and consults with the three Chief Deputies in assigning projects and developing goals for the various divisions.
- Develops and maintains effective working relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities, and maintain efficient/effective services.

- Consults with the Board of Supervisors, County Executive Office, and courts for policy direction and guidance.
- Provides fiscal oversight of the department's budget and expenditures.

Chief Deputy Probation Officers

The Probation Department is operated and managed in three key service areas: Institutional Services, Field Services, and Special Services. Each service area consists of five operational divisions. The three Chief Deputy Probation Officers are responsible for directing one of the three key service areas. As part of their duties, they:

- Assist the Chief Probation Officer in developing policies and procedures for programs and operations in their service areas.
- Develop and plan new or revised programs for more effective probation services as authorized or required by legislation.
- Supervise and evaluate the activities of the directors who report to them.
- Direct the preparation of annual budget requests by the directors.
- Maintain contacts with representatives of other agencies and the community related to their service areas to coordinate activities, discuss related program goals, and explain/interpret departmental positions.
- Evaluate the need and plan for new and expanded probation facilities and more efficient utilization of existing facilities.
- Act for the Chief Probation Officer, as directed.

1. Chief Deputy Probation Officer – Institutional Services (Tom Wright)

Tom Wright provides oversight and direction for the county juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, Youth Guidance Center, and Juvenile Hall. Through contracts, the department has expanded appropriate housing options and operates a Juvenile Hall Annex (the converted old Santa Ana City Jail) and the Lacy Juvenile Annex (a Juvenile Hall annex located inside the Theo Lacy Jail). These six facilities operate 24 hours per day, 7 days a week and must meet stringent guidelines established by the California Board of Corrections. In addition to the facilities, Tom is also in charge of programs that provide alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving an institutional commitment. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day-treatment program. The Independent Living Program (ILP) is a grant-funded co-ed day-reporting vocational training program. The ACP and ILP are run in conjunction with the Department of Education and operate five days a week from 8 a.m. to 5 p.m.

Primary responsibilities specific to this key service area include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/licensing requirements/regulations for correctional facilities, and overseeing correctional facility maintenance and development.

2. Chief Deputy Probation Officer – Field Services (John Bowater)

John Bowater is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Community Programs.

The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases. The Adult Court Division conducts investigations for the criminal courts, provides intake and assessment of adult offenders, and monitors Courtesy Supervision, Child Support, and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five justice centers.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.

The Community Programs Division provides services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from county correctional facilities (Repeat Offender Prevention Program and Challenge Programs). The Community Programs Division is responsible for the department's six Youth and Family Resource Centers.

3. Chief Deputy Probation Officer – Special Services (Colleene Preciado)

Colleene Preciado is responsible for providing primary support services for the department's overall operation. The five operational divisions in her key service area are Administrative and Fiscal, Program Support and Research, Data Systems, Human Resources and Training, and Special Operations and Supervision.

This key service area provides data system and research support, human resource services, administrative and fiscal services, and collection enforcement for all functions of the department. Also included are support for long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP) and Volunteer Probation Officer (VPO) programs. The Probation Community Action Association (PCAA) is also located in this service area. The PCAA is a non-profit organization that was created to support special Probation projects and meet the needs of offenders and their families that cannot be met with public Probation funds. Special projects include a tattoo removal program, the annual holiday Adopt-A-Family program, and yearly Youth Leadership Retreats. Two programs have been specifically targeted by PCAA for support: the Youth and Family Resource Centers and County Islands (unincorporated communities surrounded by cities). The Family Assistance Fund provides assistance to families in need of food, clothing, rent/utilities assistance, etc. In addition, this service area is responsible for specialized gang, narcotic, sex offender, and domestic violence supervision, as well as oversight of the department's adult supervised electronic confinement program.

Directors

Each director has responsibility for the operation of one of the Probation Department's fifteen major divisions/correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers: As part of their responsibilities, they:

- Review, evaluate, and justify divisional staffing, equipment, and budget needs.
- Direct, instruct, and evaluate staff in their divisions/facilities.
- Develop and implement divisional procedures/programs in accordance with laws, policies, and directives from Top Management.
- Consult and confer with other agencies and collaborative partners relative to their divisions/facilities.
- Participate in department-wide planning efforts, such as the annual Strategic Planning sessions.

LABOR MANAGEMENT COMMITTEE

MEMBERS

Noella Connal	Collection Officer
Mary Davis	Employee Relations Manager, OCEA
Frank Flavin	Deputy Probation Counselor
Jeff Gallagher	Deputy Probation Counselor
Tim Guthrie	Deputy Probation Officer
Lesle Harp	Office Supervisor
Donna Inouye	Division Director
David Johansen	Deputy Probation Counselor
Carol King	Supervising Probation Counselor
Steve Mata	Deputy Probation Officer
Randy Miller	Employee Relations Manager, OCEA
Lori Moyer	Supplies Clerk
Dano Neslen	Deputy Probation Counselor
Colleene Preciado	Chief Deputy Probation Officer
Jim Riley	Supervising Probation Officer
Bob Sirota	Deputy Probation Officer
Sandy Silverthorn	Information Processing Specialist
Stan Woolf	Deputy Probation Counselor
Nick Zeug	Supervising Probation Officer
Sharon Neveau	Secretary III (Secretary to LMC)

Key Business Results

- LMC members continue to meet and engage in a cooperative partnership approach on a monthly basis to address and resolve workplace issues and to continuously evaluate the effectiveness of the Performance Incentive Program.
- In calendar year 2001, committee members have discussed, researched, and recommended resolutions to the co-sponsor (Chief Probation Officer) on nine (9) workplace issues. All workplace issues are recorded on the committee's log for accountability purposes and are periodically distributed to the members for review.
- Enhancing the vertical communication on LMC activities continues to be a priority for the LMC. Efforts to increase communication between employees and management include:
 - a. Communicating workplace resolutions to the originating employee who submitted the issue.
 - b. Publishing a monthly newsletter that reflects the discussions of all workplace issues. This newsletter acts as a communiqué to all staff as it is posted at each job site.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available at all work sites.
 - d. Beginning in January 2002, the LMC newsletter was posted on the department's web-site (**PROB-NET**) to enable all employees to access information regarding LMC activities. A search engine is available to allow employees to access specific information on a particular topic or issue.
 - e. Providing information on the function and purpose of LMC to staff at Performance Incentive Program training sessions.
- LMC members were involved in providing feedback on relevant sections of the 2002 Business Plan.
- The majority of LMC members were trained and certified in mediation and dispute resolution techniques.
- In calendar year 2001, two issues were submitted and resolved through the PIP Conciliation Process.

BUSINESS PLAN TEAM

Stephanie Lewis (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Colleene Preciado (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

John Bowater (Chief Deputy Probation Officer, Field Services) and Tom Wright (Chief Deputy Probation Officer, Institutional Services) supplied information and final review of the plan.

Diane Merritt, Supervising Probation Officer, coordinated collection of information from a broad range of Probation staff, compiled the information, and wrote the overall plan.

Dr. Shirley Hunt (Senior Research Analyst) collected and analyzed data for the Profile of Active Supervision Probationers (Appendix F), Outcome Measure Reporting (Appendix I), and statistics throughout the plan. Probation Research Staff assisting Dr. Hunt were Dan Petras (Research Analyst IV), Sandra Soghikian (Research Analyst IV), and Cheryl Togneri (Research Analyst III).

Walt Watanabe (Director of Administrative and Fiscal Services) provided the financial information and budget analysis.

Dan Burt (Director of Data Systems) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing and wrote Appendices C (Labor Management Committee) and H (MAPP).

Jan Brown (Victim Services Coordinator) and the Victim Services Strategic Planning Group provided direction and information for the victim services portions of the plan.

Virginia Adame (Graphics Specialist) designed the format and graphics for the plan.

The Labor Management Committee provided assistance and reviewed the plan.

In addition, the following staff assisted in the development of the plan:

- Bill Daniel, Director of Special Operations and Supervision Division
- Connie Havens, Director of Adult Supervision Division
- Don Cullen, Director of Juvenile Supervision Division
- Mack Jenkins, Director of Adult Court Division
- Greg Ronald, Director of Juvenile Court Division
- Jeff Corp, Director of Community Programs Division
- Kathy Goto, Director of Youth Guidance Center
- Tom Hinkle, Assistant Division Director of Program Support and Research Division

YEAR 2001 ACCOMPLISHMENTS

2001 BUSINESS PLAN GOALS

**STRATEGIC
GOAL #1***To obtain adequate staffing to address the projected administrative and service delivery workload of the Probation Department.***1.1 Pursue revenue opportunities for staff and programs to implement strategic goals and Business Plan objectives.**

- The department maintained overall funding at or above FY 00-01 level.
- The Youth and Family Employment Resource Center (YFERC) Planning Committee delayed obtaining funding for employment and supportive services due to the unavailability of the planned El Toro site during the year, but continued to meet and plan services and operational protocol.
- Juvenile Justice Crime Prevention Act (AB 1913) funds of more than \$9.7 million were allocated to Orange County for 2002-2003 for Juvenile Justice Programs.

1.2 Address the staffing needs presented by the passage of Proposition 36 in November, which requires probation supervision and mandatory drug treatment in lieu of jail for nonviolent drug offenders as of July 2001.

- One unit consisting of one Supervising Probation Officer, eight Deputy Probation Officers, and an IPT was added to the Adult Supervision Division to meet the Proposition 36 requirements. The large influx of Proposition 36 cases has also required the reassignment of 11.5 positions from other field operations to meet the mandates created by this new law.

1.3 Recruit, train and hire qualified sworn and non-sworn staff, volunteers, interns and mentors.

- The addition of new positions approved in the Final Budget process (87 for FY 01-02) and mandated requirements for rigorous background investigations inflated the department's vacancy factor for the first several months. The conversion of 83 extra-help Deputy Probation Counselor/Probation Night Counselor positions effective July 1, 2001 was not accomplished until September 21, 2001 due to a complicated conversion plan. The department maintained an average vacancy rate slightly above 4% in 2001. The goal was slightly less than 4%.
- Throughout 2001, the department continued to be aggressive in recruiting staff for all service areas. Recruitment efforts were continuous and included attendance at various job fairs at local colleges/universities, placement of advertisements in local newspapers, and posting of job openings on the Orange County Intranet site. Probation staff were kept apprised of in-house opportunities via the department's e-mail system. These efforts resulted in 58 staff promotions to Deputy Probation Officer and the hiring of 90 Deputy Probation Counselors and 66 Probation Night Counselors.

- During 2001, five New Employee Orientation sessions were conducted for 260 new staff. Four newly formed 80-hour Supervisory Core training classes were conducted for 84 newly promoted supervisory peace officers and professional supervisory staff. PIP training was provided to all new employees and newly promoted supervisors through the New Employee Orientation program, Juvenile Correctional Officer Core training and Supervisory Core training. Concomitantly, the Probation Department is currently developing a tracking system to ensure that PIP awards are processed in a timely manner.
- The department maintained a cadre of 480 Volunteers in Probation and Volunteer Probation Officers (VPOs), including 25-35 new college interns each semester. Volunteers contributed 31,600 hours of service. In 2001, one VPO academy class was conducted and graduated six new VPOs.

1.4 Develop and enhance existing collaboratives and develop new public/private partnerships consistent with strategic goals and Business Plan objectives.

- Collaborative efforts in the existing County Islands were enhanced with the addition of a Supervising Probation Officer and a Deputy Probation Officer. Probation staff are members of assessment teams in three County Island Family Resource Centers. Efforts continue to locate a site for a Community Center in the Southwest Anaheim County Island.
- The Juvenile Drug Court collaborative expanded employment services and sober living activities.
- The YFRC Inter-Agency Management Committee (IAMC) proactively addressed a number of operational and programming issues. A Family Involvement Steering Committee and a “team evaluation” were created to strengthen each site’s multidisciplinary intervention team and improve service delivery. A pilot project coordinated with the Orangewood Children’s Foundation (Project Connections.FRC) resulted in the addition of a Public Health Nurse at the Central site. The feasibility of providing similar health services at all sites is being evaluated.

**STRATEGIC
GOAL #2**

Maintain juvenile institutions at their rated capacities and seek additional resources to meet current and projected bed demand needs.

2.1 Continue the Institutional Population Management project, including the use of alternate programs.

- Maintaining sufficient institutional bed capacity remains a struggle for the agency. With the cooperation of the Sheriff, the department was able to secure additional housing in the Theo Lacy Jail. AB 1913 funding provided operational funds to open 64 beds known as the Lacy Juvenile Annex in May 2001. This unit is staffed by Probation Department personnel and houses 18-year-old Juvenile Court wards in the Transitional Living Program under a Board of Corrections one-year pilot project status. A California appellate ruling (People v. Jose H.) requires 18-year-old wards to serve time in housing that is separated from adults and operated by the Probation Department. Because the department was able to secure these additional beds, Juvenile Hall was at or above its state-rated capacity of 434 beds 28% of the time in 2001, down from 75% in 2000.

2.2 Pursue funding to incrementally increase the number of juvenile beds.

- The U.S. Forest Service (USFS) in February 2001 reported their willingness to issue a new 20-year Special Use Permit for the Los Pinos Conservation Camp. They required a National Environmental

Policy Act (NEPA) environmental impact study be completed which has been initiated. On agreement from the USFS, the current Special Use Permit was extended through June 30, 2002 in order to complete the NEPA study. Lastly, they agreed to allow long-deferred maintenance projects which were funded to move forward beginning with the rehabilitation of Dorms 5 and 6 which would add 32 beds to the rated capacity (new rated capacity 157 beds). This activity will be ongoing through 2002.

- The department continues to make progress toward establishing the Rancho Potrero Leadership Academy (RPLA) on the Joplin Youth Center county-owned property. The draft Environmental Impact Report originally circulated in November 2000 was pulled in February 2001 and re-written. The revised version eliminated Rose Canyon Road as an access road to RPLA and construction access for RPLA due to severe environmental impact issues. The recirculated Draft Environmental Impact Report (DEIR) was released in July 2001, approved by the Orange County Planning Commission on October 19, and approved by the Board of Supervisors on December 11, 2001. This project will add 90 beds (60 boys/30 girls) to Institutional Services bed capacity by December 31, 2003.
- The department and County continue to pursue siting and funding for a South County Juvenile Hall. This goal was not met because the County was unable to secure a site. Without a site, the Probation Department cannot apply for funding. This activity will remain a high priority given projected secure bed needs through 2010.
- The department has continued to work toward maintaining the use of the leased 40-bed Juvenile Hall Annex in Santa Ana. However, recent interest from the State to purchase the facility may result in the loss of these 40 beds in the next fiscal year.
- In May 2001, the department was notified it was not successful in obtaining state grant funding to expand the Youth Guidance Center by 25 beds. Should additional funding become available, the department may again attempt to add new beds to YGC.

UNANTICIPATED ADDITIONAL ACCOMPLISHMENTS

State Challenge II Grant funding created a four-year demonstration project (1999 through June 2003) to create an Independent Living Program for custody minors in an alternate program. To date, 20 custody minors have transitioned out of custody into our Independent Living Skills Development Program.

In 2002, the department will have an opportunity to apply for \$18.1 million in construction grant funding to demolish 80 beds at Juvenile Hall and reconstruct 180 new secure beds. Awards for the grant will occur in May 2002.

The Board of Corrections awarded a \$4,872 million construction grant for Juvenile Hall that, along with \$7.7 million in previously approved General Fund allocations, will provide for a new 60-bed housing unit, three classrooms, and replacement of several support facilities.

STRATEGIC GOAL #3

Expand the continuum of balanced approach services for juvenile and adult probationers.

3.1 Expand the continuum of juvenile services.

- Gang prevention and youth development programs were added or expanded for the unincorporated County Islands.

- The Amparo respite care facility provided respite care for approximately four minors per month throughout the past year.
- The department expanded Juvenile Drug Court by adding two Deputy Probation Officers and additional Health Care resources, employment services, and sober living activities.
- Juvenile Justice Crime Prevention Act (AB 1913) funds created eight new programs and continued and/or expanded three existing programs. These programs enhance the provision of a comprehensive continuum of services for juveniles.

3.2 Pursue expanded adult caseload specialization.

- A Domestic Violence Unit of eight DPOs and one SPO supported by three Volunteers in Probation was created.
- Four DPOs and a portion of a SPO were dedicated to a grant-funded Mentally Ill Adult Offender Program (IMPACT).
- The first of several anticipated units was created to supervise the new Proposition 36 cases and is comprised of one SPO and eight DPOs.
- The Probation Department has twelve Deputy Probation Officers assigned to seven adult drug courts countywide.

3.3 Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts, Health Care Agency, and County Executive Office.

- The department continued to work collaboratively with the Health Care Agency and Orange County Sheriff's Department on IMPACT, a program for Mentally Ill Adult Offenders.
- A Request for Proposals for a 50- to 100-bed work furlough facility was initiated, but siting was a problem due to community resistance. A new RFP may be issued during 2002.
- The Probation Department worked cooperatively with all the stakeholders to develop a comprehensive County Plan to implement the requirements of Proposition 36.

3.4 Increase the specialization, expertise, and mobility of the Special Operations and Supervision Division.

- The Domestic Violence Unit and Adult Sex Offender Unit were consolidated into the Special Operations and Supervision Division.
- A Computer Forensic position was created for crimes promulgated using the Internet and assigned to the Special Enforcement Unit.

UNANTICIPATED ADDITIONAL ACCOMPLISHMENTS

Implementation of polygraph as a treatment and supervision tool for Adult Sex Offenders was completed.

**STRATEGIC
GOAL #4***Evaluate ways to improve adult and juvenile victim-related services.***4.1 Improve, enhance, and expand victim assistance services.**

- A Victim Services Coordinator position was created and filled.
- A Victim Survey for Year 2001 was distributed to some 1,240 victims. In addition to compiling the results, the department provided individual responses and assistance to victims responding to the survey upon their request.
- Seven divisions throughout the department evaluated their functions and increased services to victims.
 - a. **The Juvenile Court Division** established a victim services function to expedite contact with victims and ensure more success in providing Victim Impact Statements for the Court to utilize in sentencing minors.
 - b. **The Community Programs Division** enhanced Victim Awareness and Restorative Justice programming as a part of their contracted services at the Youth and Family Resource Centers and trained Deputy Probation Officers in victim empathy programming.
 - c. **All Juvenile Institutions** implemented programming geared to Victim Awareness and Restorative Justice activities.
 - d. **The Adult Supervision Division** now requires an asset search of any probationer owing more than \$10,000 in restitution prior to transfer of the case to an administrative caseload.
 - e. **The Adult Court Division** modified all victim forms and letters to make them easier to read and more “victim sensitive.”
 - f. **The Special Operations and Supervision Division** began the Sex Offender VIP Victim Assistance Program in sex offender cases and assigned VPOs to the Domestic Violence Unit to assist with victim services.
 - g. **Collections** implemented a number of procedures to improve the collection of restitution and increase communication between victims, Collection Officers, and Deputy Probation Officers.

**STRATEGIC
GOAL #5***Expand technology to enhance the effectiveness of operations.***5.1 Continue automation technology planning.**

- Twenty-one DPOs are using Digital Voice Dictation technology, increasing efficiencies in court report preparation.
- The Human Resources Document Imaging Project is now fully integrated into daily operations in support of the centralized HR project plan.
- Some fifty (50) units of the Palm PDA devices were purchased and deployed to management and supervisory staff. Probation continues to work with the CEO/CIO data communications staff to research wireless technology for use in field operations (automated field books).

- Funding for the development of the Adult Intake System was approved as a component within the CEO/CIO Candidate Systems Budget. Project definition is currently underway. Software development will begin the first quarter of calendar year 2002.
- A major reconfiguration of the AS/400 computer and NT Server complexes has just been completed. A consultant is on board to assist with the definition and requirements of an adequate disaster recovery plan.
- Bids from consultant firms have been requested to develop a plan that sets priorities among major information technology projects in order to gain the maximum benefit to the agency from available resources. Once accepted, the project will begin within 60-90 days thereafter.

5.2 Continue the rollout of automation and other technology improvements.

- The Institutions Management System Phase I project was successfully completed and the full system implemented during the first quarter of FY 2001/2002. This phase included an enhanced intake process with photo capture and retrieval, and bar-coded ID bracelets. The system is fully integrated with the Juvenile Case Management System (CMS) and is fully “web enabled.”
- Vendor contract negotiations were completed and the purchase order was awarded to Columbia Ultimate Business Systems for the purchase of the Revenue Plus (RP) software. The RP software will increase collections for victim restitution, court fines, fees, and judgements.
- Numerous modifications to departmental data systems have been made to meet the reporting requirements of the California Department of Justice.
- The Probation Intranet portal **PROB-NET** is fully operational. The portal is now the “launch point” for all Probation applications. The portal is a major component of communication information, policies, and procedures to all probation staff.
- The department has continued to “web-enable” software applications used by the agency to improve data sharing, Internet and Intranet access, and reduce the cost to support and maintain department computers. The Institutions Management System (IMS) is a fully web-enabled application. The Proposition 36 data sharing is an Internet-based collaborative system. Adult Intake and Revenue Plus Systems are being developed as web-enabled. The JIAS application is being revamped to become web-enabled. All future applications will be developed as web-enabled.
- The department has continued working with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project. Software development is currently underway to provide local law enforcement agencies with access to terms and conditions of probation for adult probationers via an Internet-based database. This was rated as the #1 priority of the Orange County Integrated Law and Justice Study Document. This capability will be implemented in the near future.
- The department has worked with Superior Court technical services staff to develop a file transfer capability such that selected juvenile court case information is extracted from the court’s Banner system and transmitted to Probation’s **PROB-NET** on a daily basis. This information is a significant aid in scheduling in-custody juveniles for their respective court appearances.

- The department has worked with Superior Court technical services staff to develop and implement an Internet-based query access to obtain selected information regarding adult felony cases from within the court's Vision case management system. Work continues with the court technical services staff to obtain minute orders via the system. Receiving this information in a timely manner significantly improves the quality and timeliness of the adult case intake process.
- Plans are currently underway to upgrade over 200 desktop PCs and some 200 laptop PCs with current technology. Numerous other printer, server, and network upgrades have been implemented or are in the planning stages. The department has completed the major project to migrate all PCs within the department to the same version of the PC operating system.
- To date there has been no defined information technology specifically designated to prepare for the case-tracking automation requirements to support Proposition 21 regarding juvenile cases tried as adults. The State Department of Justice is currently working to incorporate Proposition 21 tracking requirements into the Juvenile Court Probation Statistical System (JCPSS). JCPSS is currently a juvenile reporting database every probation department is required to maintain and use to submit monthly data files to the Department of Justice.
- The department prepared for the impact on the AS/400-based Case Management System due to adding potentially thousands of new cases resulting from Proposition 36. The AS/400 processor complex was upgraded to the Model e820 during August 2001. Numerous NT Server upgrades have also been addressed, and the Proposition 36/PC 1210 Internet-based application has been fully developed and implemented.

UNANTICIPATED ADDITIONAL ACCOMPLISHMENTS

- Created a system to track mandated DNA testing information for probationers.
- Developed an enhanced Targeted Case Management (TCM) program to submit claims for reimbursement of medical eligible contacts with probationers.
- Rewrote the Adult Assessment Unit case tracking PC system as a server/network-based application.
- Developed an inventory tracking system to support the issuance of personal property items to staff (radios, body armor, etc.).
- Developed an agreement with the ACS staff at the County Data Center to provide Help Desk services 24/7.
- Integrated drug testing results data into the CMS.
- Developed On-Line User Manuals and posted them on the **PROB-NET** Intranet portal.
- Utilized On Base to post departmental procedure manuals on **PROB-NET** for use by all staff at all locations 24/7.

PROFILE OF ACTIVE SUPERVISION PROBATIONERS

SEPTEMBER 30, 2001

APPENDIX F

	Juveniles (N=2,657)	Adults (N=6,546)
Gender		
Male	85%	80%
Female	15%	20%
Ethnicity		
White	34%	54%
Hispanic	52%	32%
Asian	5%	4%
Black	4%	4%
Other	3%	3%
Pacific Islander	1%	1%
Indo-Chinese	1%	2%
Age at Initial Probation Assessment		
15 and younger	50%	---
16-17 years	44%	---
18-21 years	6%	19%
22-25 years	---	14%
26-30 years	---	15%
31-40 years	---	32%
41 years and older	---	20%
Substance Abuse (Drugs or Alcohol)		
No Problem	33%	15%
Occasional to Frequent Abuse of one or both	67%	85%
Initial Case Classification		
High	64%	76%
Medium	30%	23%
Low	6%	1%
Gang Affiliated (Juveniles Only)		
Yes	35%	---
No	65%	---
Current Supervision Region		
North	23%	18%
South	17%	5%
West	21%	13%
Central	19%	10%
Specialized (Gang Viol. Suppression, Placement, Breakthrough)	20%	20%
Courtesy Supervision/Assessment	---	34%
Initial Sustained Offense		
Felony	42%	92%
Misdemeanor	58%	8%
Initial Sustained Offense (Type)		
Felony:		
Person (e.g., robbery, assault)	13%	22%
Property (e.g., burglary, theft)	18%	15%
Drug	6%	48%
Other	5%	7%
Misdemeanor:		
Person	17%	5%
Property	27%	1%
Drug	5%	1%
Other	9%	1%

Source: NIC Profile/Outcome Database, Orange County Probation Research Department, December 2001

JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

APPENDIX G

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/ RESTORATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience	CRIMINAL DETERRENCE Teen violence Kids killing kids The Law and Me Teenagers and guns Gangs/gang intervention Understanding hate crime Prison life (CYA) Teens in prison Death penalty Peer Court Gun control Violence in society	DRUG EDUCATION Truth about drugs Drugs, deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CIF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDS Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy
CAREER/JOB CHOICES Trade schools Military/armed forces How to start a business U.S. Marshal Career Quest	RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship	RESTORATIVE JUSTICE Victim awareness education Project M.O.V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-pet	GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	TEEN PREGNANCY/ PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting	SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking
APPLIED EXPERIENCE Culinary arts Unit painting Landscaping/gardening Forestry Auto shop/ Vehicle maintenance Laundry Construction Restaurant maintenance Computer training Custodial maintenance ROP (computer, business)	EMANCIPATION/ INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents			SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis	
	SPECIAL PROGRAMS Values Curriculum Sail for Life (Team-building) Peer Mediation Color Guard Anger Management Cultural diversity/racism				

(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.

MAPP (MEETINGS, APPROVALS, POLICIES, PROCEDURES)

The Probation Department became aware of the MAPP process this past year and began using the framework on two workplace issues that were submitted to the Labor Management Committee. The department's plan is to expand on the use of MAPP by applying the framework to employee communication projects being planned for calendar year 2002. Provided below is a summary of the two LMC issues in which MAPP was utilized and a brief description of the two projects that are designed to improve the work environment and enhance vertical communication within the department.

LMC WORKPLACE ISSUES

Deputy Probation Officer/Supervising Probation Officer Reassignment Transfer Procedure

A workplace issue was submitted addressing the need to revise the current Assignment Preference/Transfer procedure for Deputy Probation Officers and Supervising Probation Officers.

The LMC committee formed a subcommittee consisting of labor and management employees to collaboratively review the current Assignment Preference/Transfer procedure. The subcommittee members discussed and reached consensus on revisions that were intended to strengthen the current procedure by including provisions to provide feedback to staff, upon request, who were not selected for transfer to another assignment and to update the selection criteria currently being used by management. The subcommittee members then met with the Chief Probation Officer in order to present the proposed revisions and to provide additional information. The final recommendations were then brought forward to the LMC members for adoption. The revised procedure was approved and distributed to staff.

Scrutiny of Time

A concern was raised regarding supervisors who checked the clock to track arrival and departure times of employees in regards to their work shifts, breaks, and lunch hours. After reviewing this issue, an LMC subcommittee comprised of labor and management was formed to meet with the manager who oversees the clerical function as well as the two Office Managers responsible for overall clerical supervision. Consensus was reached that clerical supervisors would be advised to exercise a reasonable and flexible approach to employees' time and to focus on individual performance issues as they occur. It was also agreed that this message would be conveyed to all supervisors via meetings and the LMC newsletter.

EMPLOYEE COMMUNICATION PROJECTS - 2002

Project Opportunities

To afford staff the opportunity to continue and enhance their professional development, employees will be given the opportunity to volunteer for agency special projects that normally fall outside the scope of their current work assignment. Staff will be notified of available projects via the Project Opportunity Bulletin that will be posted on the department's *PROB-NET* site. Employees will be able to post their resume on line and, if considered, be allowed to participate on the project on County time.

Employee Hotline

In the department's continuing commitment towards enhancing communication between employees, supervisors, and management, an Employee "Hotline" will be implemented and operated 24 hours a day, 7 days a week. The *hotline* is intended to provide Probation Department employees with a method to communicate directly with management by leaving their questions or suggestions on a hotline voice mailbox. Responses to questions and/or suggestions will be posted on the department's *PROB-NET* site on a biweekly basis. Staff will have the ability to access specific information on *PROB-NET* on a particular topic or issue. Also, a "Frequently Asked Questions" (FAQ) section will be available on *PROB-NET* as soon as a repository of questions and responses has been created. Questions or suggestions that are considered to be workplace issues will be referred to LMC members for review and/or resolution.

2002 KEY OUTCOME MEASURE REPORTING

INDIVIDUAL STRATEGIC GOALS

1. Assist the juvenile and criminal courts to make well-informed and responsible decisions in criminal and delinquency cases.

Outcome Measure: Percent of court investigations submitted within filing requirements.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.	<u>Adult:</u> ■ 100% of the 1,410 investigations and reports were submitted to the courts within the filing deadlines during FY 00-01. <u>Juvenile</u> ■ 96.2% of 5,802 investigations and reports were submitted to the courts within the filing deadlines during FY 00-01.	It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting juvenile and adult investigation and progress reports within the court filing deadlines.	Plans for FY 02-03 are: ■ Continue to meet court deadlines for submittal of investigations and reports. ■ Implement an additional outcome measure(s) to assess the clients' satisfaction with the investigations and reports.	Providing the courts with the information included in these investigations and reports <i>in a timely manner</i> is the critical first step toward achieving this goal. The FY 01-02 results, which are nearly identical to the prior year results, clearly demonstrate the department's ongoing success in that area. Once submitted to the courts, the value of these documents to the judges and commissioners depends on their thoroughness and accuracy. The department is currently looking at implementing additional outcome measure(s) that will more specifically assess client satisfaction with the quality of the investigations and progress reports.
Why: Measures the success of the Probation Department in providing timely information to the courts for appropriate decisions.				

2. Provide protection to the community by managing Orange County's adult and juvenile probation population.

Outcome Measure: Percent of probationers who do not commit a new crime or law violation while on probation.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Percent of adult probationers completing probation without any new law violation during their supervision period.	Formal: 71% of 3,955 adults terminated formal probation in FY 00-01 without any new law violation during their supervision period.	It is anticipated that the department will: <ul style="list-style-type: none"> ■ Meet or exceed rates of 60% or more of adults and juveniles terminating formal probation without any new law violations while on formal probation supervision. 	Plans for FY 02-03 are: <ul style="list-style-type: none"> ■ Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. ■ Refine the outcome measurement to better take into account major categories of specialized offenders. 	The FY 00-01 results reveal that roughly two-thirds of offenders on formal probation completed their probation supervision without committing any additional new crimes. Moreover, over 90% of the lower-risk juvenile offenders under informal supervision completed their supervision period successfully. These findings are consistent with past outcomes and underscore the department's continued success in protecting the community from further criminal activity by these offenders.
Percent of juvenile probationers completing probation without any new law violation during their supervision period.	Formal: 65% of 2,314 juveniles terminated formal probation in FY 00-01 without any new law violation during their supervision period.	<ul style="list-style-type: none"> ■ Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while on informal probation supervision. 		In looking forward, a factor that will be important to consider in terms of how it may impact this outcome measure over time is that of specialized caseloads. There has been an increased emphasis over the past several years within this department as well as other probation departments on supervision of offenders based on specialized profiles (e.g., drug court offenders, juvenile 8% high-risk offenders, adult domestic violence offenders, and sex offenders).
	Informal: 93% of 463 juveniles terminated informal probation in FY 00-01 without any new law violation during their supervision period.			Of particular interest in this respect will be the impact of Proposition 36. Implemented in July 2001 under PC 1210, the department is already experiencing an increase in the number of drug offenders placed on adult probation for treatment and supervision in the community. A significant proportion of these offenders, especially those already on parole, would have been sent to prison prior to Proposition 36. How the outcomes for these offenders as a group, as well as other specialized groups of offenders, impact on the aggregate outcome measure will be closely monitored over the next few years.
Why: Measures level of community safety by identifying probationers who do not commit a new law violation.				

2. Provide protection to the community by managing Orange County's adult and juvenile probation population. (Continued)

Outcome Measure: Percent of probationers who do not commit a new crime or law violation while on probation.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period. ¹	<ul style="list-style-type: none"> 98.4% of the 3,955 adults terminated from formal probation in FY 00-01 did not commit a violent crime during their supervision period. 96.1% of the 2,314 juveniles terminated from formal probation in FY 00-01 did not commit a violent crime during their supervision period. 	It is anticipated that the department will: <ul style="list-style-type: none"> Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision. 	Plans for FY 02-03 are: <ul style="list-style-type: none"> Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. 	These findings are similar to the baseline results and show that the vast majority of offenders terminate probation without committing a violent crime. These outcomes are also consistent with general research findings, which reveal that the majority of violent crimes are committed by a relatively small proportion of all offenders. Perhaps more than any other indicator, this outcome provides the best reassurance to the community that probation, along with other law enforcement agencies, is protecting the community from the most violent of criminal acts.
Why: Measures level of community safety by identifying probationers not arrested for violent crimes.				
¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.				

2. Provide protection to the community by managing Orange County's adult and juvenile probation population. (Continued)

Outcome Measure: Percent of probationers employed or in school.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Percentage of adult probationers employed or in school for five months or more in the past 12 months.	67% of 5,673 adult probationers under probation supervision in FY 00-01 were employed (or in school) for 5 months or more in the preceding 12 months.	It is anticipated that in FY 01-02 the department will: <ul style="list-style-type: none"> ■ Meet or exceed a 60% rate of adult probationers employed or in school for 5 months or more in the prior 12 months. 	Plans for FY 02-03 are: <ul style="list-style-type: none"> ■ Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. 	Gainful employment is a critical variable to the successful progress of adult offenders. The finding that two-thirds of these probationers were employed (or in school) for some extended period of time, which corresponds to the prior baseline result, reinforces the accomplishments of the offender and of the probation officer in achieving this goal. However, the current economic recession will necessitate increased efforts to successfully address this need. Because of its importance, monitoring employment will remain a priority in the supervision of adults.
Percentage of juvenile probationers consistently attending school.	62% of 4,235 juvenile probationers under probation supervision in FY 00-01 were attending school regularly without truancy problems.	Meet or exceed a 55% rate of juvenile probationers consistently attending school.		For juvenile offenders, regular school attendance is a key indicator associated with their satisfactory progress. That 62% of these juveniles were attending school regularly, a proportion up from 55% in last year's baseline, is an encouraging finding and is the basis for raising the target goal for this measure from 50% to 55%. At the same time, probation continues to strive toward a goal of "100%" on this factor. Probation staff will continue to work closely with the juvenile's family and the schools to reinforce the importance of school attendance and academics to the success of these youth.
Why: Measures probation's success in assisting probationers to gain employment or to maintain regular school attendance.				

2. Provide protection to the community by managing Orange County's adult and juvenile probation population. (Continued)

Outcome Measure: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What:² Percent of improvement in adult offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.	Adults: 1,007 adults were assessed in FY 00-01 after having been on probation for approximately one year. After one year on probation, <ul style="list-style-type: none"> 61% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. 35% had improved to the extent that their overall need classification was reduced to a lower level. 	FY 00-01 will be used as a baseline year for this measure. However, it is anticipated that the FY 01-02 results should be similar to the current results on this measure.	Plans for FY 02-03 are: Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.	When first placed on probation, offenders generally have a number of need deficits that must be addressed in order to help the offender improve his or her chances of becoming a productive, law-abiding individual in the community. The baseline results reported here indicate that the majority of both adult and juvenile offenders have made some degree of progress in working on these deficits during their first year on probation. In addition, over one-third of these probationers had progressed sufficiently to warrant a lowering of their overall needs classification by the end of that first year. This finding in particular provides promising evidence of the success of both the offender and probation staff in addressing this important area and ultimately helping to lower the overall risk these offenders may pose to the community.
Percent of improvement in juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision	Juveniles: 599 juveniles were assessed in FY 00-01 after having been on probation for approximately one year. After one year on probation, <ul style="list-style-type: none"> 65% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. 37% had improved to the extent that their overall need classification was reduced to a lower level. 			
Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.				

² The Deputy Probation Officers conduct a standardized risk/needs assessment when an offender is first placed on probation and at six-month intervals while on probation. The needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; (ADULTS ONLY) Vocational Skills; Employment Stability; Financial Stability.

3. Assist crime victims by presenting their interests to the courts and providing support services.

Outcome Measure: Percentage of court-ordered restitution paid by probationers to crime victims.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Percentage of court-ordered restitution paid by probationers to crime victims.	<p>Adult: In FY 00-01, 561 adult offender cases with obligations to victims were closed. When closed,</p> <ul style="list-style-type: none"> 64% of the cases were closed with the victim "paid in full." Adult offenders whose cases were closed had paid a total of \$1,675,348 to victims in restitution. <p>Juvenile: In FY 00-01, 1,331 juvenile offender cases with restitution obligations to victims were closed. When closed,</p> <ul style="list-style-type: none"> 91% of the cases were closed with the victim "paid in full." Juvenile offenders whose cases were closed and their parents had paid \$556,893 to victims in restitution. 	<p>The FY 01-02 results are expected to be similar to the present results.</p>	<p>Plans for FY 02-03 are:</p> <ul style="list-style-type: none"> Establish appropriate target goals based on the prior years' results. Expand the outcome measure to report on closed cases where victims were compensated in accordance with the probationers' financial ability to pay. 	<p>Payment of restitution to victims has historically been an important priority to the department. The results here revealing that nearly two-thirds of the adult cases and over ninety percent of the juvenile cases with victim restitution conditions closed with the victim having been fully compensated financially are very encouraging while at the same time leaving room for improvement.³</p> <p>It is anticipated that services to victims will improve as a result of the appointment of a Victim Services Coordinator and a standing Victim Services Strategic Planning Group committee. Because restitution is a significant victim service area, it will be closely followed over the next several years to more fully assess the impact of these enhancements.</p> <p>In addition, the department plans to expand reporting on this measure to include closed cases where the victim restitution was not paid in full, but victims did receive compensation according to the probationer's financial ability to pay. Also, it should be noted that in those situations where the case is closed because the court has vacated the restitution order and terminated or revoked probation, the department offers to seek a civil judgement for any victim where restitution has not yet been paid in full.</p>
Why: Measures probation's success in collecting restitution for crime victims.				

³ Due to format changes that occurred as part of a conversion in late 1999 of the financial accounting records to an improved automated system, there are no comparable results available on this measure for FY 99-00. However the CY 2000 results reported in the 2001 Business Plan reveal generally similar findings to the results reported here.

3. Assist crime victims by presenting their interests to the courts and providing support services. (Continued)

Outcome Measure: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

PERFORMANCE MEASURE	FY 00 - 01 RESULTS	FY 01 - 02 ANTICIPATED RESULTS	FY 02 - 03 PLAN	HOW ARE WE DOING?
What: Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.	<p>Surveys were mailed to 1,168 victims representing the two major victim service areas within probation (victims owed restitution and victims contacted for intake and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>The majority of the 209 respondents reported having contact with probation staff via letter or telephone. Their responses indicated that, overall:</p> <ul style="list-style-type: none"> ■ 47% were satisfied with the victim services they had received from probation. ■ 37% expressed dissatisfaction with the services. <p>Over 40% of respondents requested further information about their case, and probation (under the direction of the Victim Services Coordinator) is now following up on each one of these requests.</p>	<p>The FY 01-02 results, though expected to be similar to the present results, should reflect some of the change brought about by the recent added coordination of victim services.</p>	<p>Plans for FY 02-03 are:</p> <ul style="list-style-type: none"> ■ Establish appropriate target goals based on three year's of comparative results. ■ Develop a plan for assessing satisfaction of services delivered to victims of serious violent crimes. ■ Implement a formal plan for surveying victims at selected key points in the probation. 	<p>Consistent with the finding from the first victim survey conducted last year, approximately half of this year's survey respondents expressed satisfaction with probation services. Specific areas where the satisfaction with services was greatest included the courtesy and attentiveness displayed by staff in their contacts with victims and the ease in understanding information provided to the victims.</p> <p>As in the prior survey, a similar proportion of the current survey respondents expressed overall dissatisfaction with services. The respondents reported the most dissatisfaction with the perceived lack of information provided to them on the offender's case status, about the collection of restitution, and concerning services for victims generally. One encouraging finding, however, was the significantly higher satisfaction rate found for victims whose cases had been closed when compared to victims of cases that were still open. This finding would suggest that by the time the case closed, the needs of these victims have generally been met satisfactorily.</p> <p>The findings from this survey as well as the prior survey have educated the department tremendously in the needs and concerns of victims. Results from last year's survey identified gaps in the services to victims and bolstered the need for a more coordinated comprehensive response to victims. The recent assignment of a full-time Victim Services Coordinator and the implementation of a 1-800 number dedicated to victims are important improvements in this regard. Over time, it is anticipated that these changes and others still to come should result in higher levels of victim satisfaction and, more importantly, enhanced services to victims.</p>
Why: Measures victim satisfaction with services provided by probation.				